

Leadership styles appropriate for leading millennials in the software industry

Samuel Mtsweni
04902468

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ABSTRACT

The world of work as we know it is rapidly changing and leaders are faced with the challenge to either follow suit with the changes to stay relevant or be considered obsolete for the new ways of work. Millennials have entered the world of work with a bang and they are bringing their own values, ways of work, behaviours and completely different approach to the work place. Leaders are constantly facing challenges of how to successfully lead these generations while allowing them to be what they are for the benefit of the organisations. The purpose of this research is to explore the leadership styles that best suited to leading millennials in the software industry.

The qualitative study was conducted with 26 in-depth interviews where 14 interviews were with the leaders of the software industry and 12 interviews were with the millennials of the software industries. The exploratory study was conducted to gather enough insights to be able to understand the millennials and leaders' perspectives in terms of the leadership style effectiveness in making the work environment that is millennials friendly. This was achieved by studying millennial's needs and approach to work environment through understanding generational differences and millennials' behaviours exploring millennials' motivation and the leadership styles currently used in the software industry and the preferred leadership styles for millennials.

The findings of the research confirm that while leadership such as situational leadership and transformational leadership are selected as leadership styles most appropriate for leading millennials, the flexibility style of leadership is the key finding. This is because it emphasises the fact that that there is never one-size-fits-all approach to leadership and no one leadership style is best for leading millennials. So, leaders need to be flexible and their leadership style need to be adaptable to fit the situation, which is driven by the ability, willingness, behaviour and motivations of millennials themselves.

KEYWORDS:

Generations, Software Industry, Behaviours, Motivations, Leadership Styles

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements of the degree of Masters of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university. I further submit a declaration that I have obtained the necessary authorization and consent to carry out this research.



Samuel Mtsweni

11 November 2019

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CHAPTER 1: PROBLEM FORMULATION

1.1 Introduction

Millennials make up the majority of employees in the software industry. As employees are said to be the most valuable assets for organisations, their success is based on the performance of their employees. It is therefore imperative that organisations understand that their survival and success lie in providing employees with an environment to perform their duties diligently. The performance by these employees is driven by *inter alia*, job satisfaction and a good retention strategy of employees (Kiarie, Maru, & Cheruiyot, 2017).

Having alluded to the above, organisation need to harness the key drivers of employees' job satisfaction which is critical for the performance and retention of employees, as leadership personality traits and leadership styles (Kiarie, Maru, & Cheruiyot, 2017).

This study seeks to explore the leadership styles best suited to manage millennials in the software industry. This chapter outlines the research problem and describes the objective and the purpose for the research.

1.2 Research problem

Millennial cohorts seem keen to join the Information Technology ("IT") industry because IT functions appeal to them. These IT functions include development, systems analysis, system engineering, system testing and system support. Given the nature of this industry, and according to the Employment Services Report of 2018 ("ESR"), organisations in this industry have a high intake of millennials. The ESR reported that in 2016 people switched jobs to the software industry more than any other industry (Employment Services report, 2018). However, Statistics South Africa Mid-Year Population Report of 2018 ("SSAMPR") reported that approximately 20.6 million millennials, which is 35.7 percent of the population in South Africa switched to the software industry (StatsSA, 2018). In 2017, millennials made up 55.8 percent of the United States of America ("USA") workforce and were on track to increase to 75% by 2025 (Gallup 2017; Frankel, 2016). Millennials are however, reported to be the cause of high turnover in organisations because they are the least engaged generation. The Deloitte Millennial Survey of 2018 ("DMS") reported that 43 percent of millennials leave their organisations within two years of employment (Deloitte Millennial Survey report, 2018). The US Bureau of Labour Statistics contends that the average time in the job is 2.6 years for millennials as compared to the 4.6 years of other employees.

From the above, it is clear that organisations are facing a problem of retaining and managing millennials. Frankel (2016) reported that the challenge of retaining the best and the brightest millennials in software companies is costly. It is costly in terms of turnover costs, loss of experience for organisations, costs of finding a new employee, training the new employee, lost productivity and filling in for the employee who leaves. He argued that:

“I continue to be amazed by the mistakes made by seasoned leaders across industries and in both the public and private sectors. Some leaders fail to recognise the high cost of turnover, particularly when you are losing talented professionals. Others believe no one is indispensable and prove it by letting talent walk out the door. Still others think millennials are unrealistic, spoiled, and unable to commit to their responsibilities”. (Frankel, 2016, p. 49).

Randal (2016) postulates that millennials are perceived to be troublesome by most leaders in the workplace. For instance, they are perceived to be immature, lacking determination and resilience, acting entitled and low accountability. They are not motivated at work, expecting the world to be handed to them and having a know-it-all attitude (Randal, 2016). Studies also show that organisational leaders seem to struggle working with the millennials cohorts. They often raise concerns about millennials in terms of confidence, character, and collaboration (Bye, 2018).

To retain millennials, it is imperative to understand these dynamics. Stewart, Oliver, Cravens and Oishi, (2017) also highlighted that millennials' interactions styles and motivational needs are completely different than other generations. A case in point being that millennial generation compares access to the internet to air, water, food and shelter in the level of importance (Stewart, Oliver, Cravens and Oishi, 2017). Kilber, Barclay and Ohmer, (2014) contend that millennials reject the “we-have-always-done-it-this-way approach” and that they do not mind job-hopping until they find what they like (Kilber, Barclay and Ohmer, 2014).

The different preferences, beliefs and expectations of millennials highlight some of the challenges that organisations face. Amongst reasons for disengagement such as salary, lack of development opportunities, limit to knowledge, less valuing of creativity, and less valuing of team work, leadership styles have been mostly mentioned as part of the reasons for disengagement (Thompson & Gregory, 2012; Gerzema and D'Antonio, 2017; Barbuto, John, Gottfredson and Ryan, 2016; Srivastava and Banerjee, 2016; Neeta and Neelam, 2016).

The problem may be that leaders have not embraced the generational differences and continue to lead with the same style across generations. The leadership style being used in the software industries ranges from autocratic through democratic style to participative style. However, the

style that is dominating is supervision or command and control hierarchy (Iqbal, Anwar & Haider, 2015).

Leadership styles such as situational leadership, transformational leadership and leader-member exchange are set to be the most effective styles. The leadership approach in these styles shifts from master - subordinate approach to leadership style that is more aligned to the follower (Shafique & Loo-See 2017; Chou, Lin, Chang, & Chuang, 2013). There seems to be lack of leadership style that has been customised for millennials and this is a risk for the performance of software Industry organisations.

So, the need exists to embrace generational differences in the work place, to understand millennials in the workplace to lead in a way that enables millennials to thrive and add value to companies. There is also a need to further study and explore how leaders can contribute in organisations wishing to retain millennials to address disengagement. Zareen, Razzaq, & Mujtaba (2015) highlighted the lack of research in linking the leadership styles to employee performance and motivation in organisations to better understand the link between leadership style and employees' retention (Zareen, Razzaq, & Mujtaba, 2015).

It is therefore critical for organisational leadership to be attuned to their employees. This is because organisational leadership plays a critical part in motivating employees who in turn would give their best to the organisations. This research will help unpack what type of leadership style is optimal to retain millennials in organisations and enable them to thrive.

1.3 Research purpose

Existing studies have generally explored the leadership styles, millennials' behaviours and motivations, and software industry millennials turnover but there is the need for the study that will uncover the cause and effects of these factors. Although there are many reasons for high turnover and disengagement for millennials as most studies already identified, the leadership styles impact as one of the reasons seem to be of most interest to this study (Thompson & Gregory, 2012; Srivastava and Banerjee, 2016; Neeta and Neelam, 2016).

The purpose of the research is to investigate leadership style that is most appropriate to manage millennials in the software industry, to retain talent while getting the most of out their energy and contribution. The research also seeks to explore the leaders' perceptions of millennials' beliefs, values and motivations of and how leaders might leverage on the differences of these cohorts to retain them for the organisations benefits.

The business need for the study is the retention of the millennials. At the rate which the millennials are entering the workplace, it is important that leaders are geared up with the proper

strategies to embrace this generation and to have proper skills to lead this generation to ensure win-win approach for both the organisation and the individuals.

Finally, the study aims to contribute to the current body of knowledge by developing the understanding of the optimal leadership style for leading millennials. To do this, the study will explore relevant leadership theories leadership styles required to best manage the millennials.

1.4 Research objectives

Owing to the high entrance of millennials in organisations, the perceptions of how they behave, what authors argues to be their motivation, needs, and their approach and to work environment, it is becoming increasing important that leaders are prepared to work with this generation and to adopt the leadership approach that will ensure that these cohorts are fully accommodated and integrated in organisations.

The ultimate purpose is to explore the leadership styles best suited to leading millennials in the software industry. The research identified factors such as perceptions of beliefs, motivation, leadership styles and preferred leadership styles to be investigated to achieve the purpose. The main objectives of the study were identified as follows:

1. Understand the millennial and leader perspectives on millennials' needs and approach to work environment;
2. Explore millennial and leader perspectives on millennials' motivation and how leaders are currently attending to them;
3. Study leadership styles currently in use in the software industry; and
4. Study the preferred leadership styles (leadership theories) for millennials.

Substantial research has been done in terms of who the millennials are, what their beliefs are and how they behave (Espinoza, 2011; Neeta and Neelam, 2016; Stewart, Oliver, Cravens and Oishi, 2017). However, there is still a limited body of knowledge about the work related beliefs and values of millennials, their motivational factors, what leadership types are appropriate for the millennials, and how millennials want to be led. The research intends to unpack these for the better management of these young energetic individuals.

1.5 Conclusion

This chapter presented the research problem which briefly narrated the current situation with the millennials in the software industry and their high turnover or failure of organisation to retain them. This triggered the objectives of the research and the purpose for which this study seeks to address. The purpose is to study the leadership style that is most appropriate to manage millennials in the software industry to retain talent while getting the most of out their energy and contribution. In the following chapter, the literature review is presented.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The purpose of the research is to investigate leadership style that is most appropriate to manage millennials in the software industry to retain talent. A critical evaluation of literature available about the research topic is provided by reviewing the previous work done and presenting the major gaps, overall trends or prevalent themes and major areas of dissent or controversy (Saunders, & Lewis, 2012).

The structure of this chapter begins by describing generational theory and the reason behind the values, beliefs, and behaviours of the generations. Then the categories of the generations under the theory is described. Millennials are then defined in terms of who they are they, how they are different to other generations, what their behaviours are and what shaped their behaviours and what motivates them. The chapter then describes the leadership and the leadership theories in the evolutionary manner to determine their relevancy to leading the millennials. Next, the chapter focuses on how to lead millennials to explore the type of leadership needed for managing them.

2.2 Generation theory

The generational theory, as defined by Knipe & Du Plessis (2005) is based of four cyclical and universal environments that influences the psychological profile and behaviour of people differently (Knipe & Du Plessis, 2005). Karl Mannheim (1952), a German sociologist, defined a generation as a group of cohorts that shares birth years and important life events at critical development stages and further emphasises that generations were important to understanding the social and intellectual movement structure and has associated the generation to class position of individual in the society (Mannheim, 1952; Espinoza, 2011).

The notion of generations, according to Mannheim, has emerged from the formation of shared consciousness from cohort to cohort which gave rise to unique features which were categorised as broadly characteristics of new generation. Parry and Urwin (2010) narrated the five Mannheim's characteristics as the reasons for the generational existence in the society. The characteristics are (1) the emergence of new participants in the cultural process; (2) the disappearance of old participants; (3) the participation of generational members was only on temporally limited part of the historical process; (4) cultural heritage needed to be transmitted; and finally (5) the continuous nature of generation to generation transition (Parry and Urwin, 2010).

Rhodes (1983) seemed to be in disagreement with Mannheim's theory. The writer argued that the age effects alone could not be used to categorise individuals as of the same generations. They needed to participate in certain common experiences that created strong bonds between generational members (Rhodes, 1983). Rhodes postulates that the behaviour is not due to generational differences and age effect is developmental in nature and it is mostly caused by biological and psychosocial ageing. Rhodes further argued that if differences in work related behaviours were due to generational differences and age effects, the expectation was going to be that younger adults' behaviours become more like older adults as they age (Rhodes, 1983). This argument was further supported and extended by Polach (2007) who argued that it was not only when the person was born that determines their behaviour, but also the age of the person (Polach, 2007).

Mannheim's theory of generation of 1952 has been refined by Turner (1998). The latter defined the generations as cohorts of people passing through time, sharing common lifestyles and habitus because of historical incidents and the exclusionary practices (Eyerman and Turner 1998). In this case, cohort is defined as 'a set of individuals entering a system at the same time', who have similarities due to shared experiences which differentiated them from others' (Mason & Wolfinger 2001).

According to Strauss & Howe (1991) generational theory referred to characteristics of generations that were 'shaped by events or circumstances according to which the lives of its members occupy at a time' (Strauss & Howe, 1991; Coates, 2017). Both Strauss & Howe (1991) and Mannheim (1952) argued that having similar life experiences or shared experiences resulted in the development of similar behaviours and thinking patterns (Padayachee, 2017). However, the theory of Strauss & Howe has been criticised by DeChane (2014) who argued that the theory lacked historical events in its explanation which caused unpredictable reactions and influenced the next generations (DeChane, 2014).

Although the literature pointed to some existence of a relationship between age and work behaviour, research is needed to examine any impact on actual behaviour by investigating the link between these collective memories and work values (Lippmann 2008). There are four categories of multi-generational workforce which will be discussed below. They consisted of i) the traditionalists or Silent Generations (1928 -1945), ii) Baby Boomers (1944-1964), iii) Generation X (1965-1980) and iv) Generation Y or the Millennials (1981 - 1995) (Srivastava and Banerjee, 2016).

2.2.1 Traditionalists

The traditionalists, also known as the matures, veterans or the “silent generation”, are the first generation according to the generational theories and are born between 1928 and 1945 (Stewart, Oliver, Cravens, and Oishi, 2017). Most of members of this generation who are born prior to the end of World War II, are out of the workplace and already behind retirement age according to most countries labour laws. However, there are very few still in consultancy and in politics (Lyons & Kuron, 2013). These generation does not form part of this study.

2.2.2 Baby boomers

Baby boomers are said to have been rooted in their formative values and possessive characteristics such as ongoing search for personal fulfilment, sense of superiority, forever young philosophy and control oriented. They are best remembered as the very principled elders (Knipe & Du Plessis, 2005). The loyalty demonstrated by these cohorts was the extension of the loyalty that they got from their parents (Zabel, Biermeier-Hanson, Baltes, Early & Shepard, 2016). They are the generation cohorts born between 1944 and 1964 (Stewart, Oliver, Cravens, and Oishi, 2017). Baby boomers are the generations that was also known to have been shaped by the Vietnam War. They are also known to be very loyal to their employers and often had troubles separating their work life to the other life priorities, like family (Zabel, Biermeier-Hanson, Baltes, Early & Shepard, 2016).

These cohorts has also reached the retirement age or still at workplace as either consultancy or politics (Lyons & Kuron, 2013). The trailing edge of this generation’s cohort are very much still found in workplace and at the core of leadership with lot of experience in the workplace. Most of them are looking to exit the workplace towards their retirement (Barbuto & Gottfredson, 2016; Eversole, Venneberg, & Crowder, 2012). The interest in the Baby Boomers generations and the relevancy to this study is that most of them are currently leading and mentoring the millennials. So the interest on Baby boomers beliefs and values are relevant to the study in understanding how they are leading.

2.2.3 Generation X

Generation X are the generation cohorts born between 1965 and 1980 (Stewart, Oliver, Cravens, and Oishi, 2017). Zabel et al. (2016) postulated that most of the beliefs and attitudes of Generations X were shaped by events such as first Irag War, poor economic conditions and limited exposure to technology (Zabel, Biermeier-Hanson, Baltes, Early & Shepard, 2016; Smola and Sutton 2002).

Generation X are defined as generations that does not get triggered by trying to fix everything, but they focus more on getting through the day. Their major characteristics is that they are overprotecting as parents and leaders and this was as a result of how they were raised as children, which was under-protective. Other Generation X characteristics are that they are peer focussed, attracted to honesty and adopting the 'live for today' approach and motivated by survival and honour (Knipe & Du Plessis, 2005).

Eversole, et al. (2012) further described Generations X as loyal but not having a strong organisational loyalty as the Baby boomers, their predecessors. Generation X are further described as having a service-based relationship with the organisations and likely to stay with one organisation for longer if the company did not diminish their personal lives (Eversole, Venneberg, & Crowder, 2012).

In contrast to the Baby boomers, which consider working hard for the family as putting family first, the Generation X believe that putting family first actually means being there with the family (Eversole, Venneberg, & Crowder, 2012). These generations are at the core leadership of millennials generations which is the focus of this study.

2.2.4 Millennials

Millennials are the largest generations moving into the workplace. A significant number of them are well educated than generation X, their predecessors (Eversole, Venneberg, & Crowder, 2012). Millennials, also known as Generation Y, are the core focus of this study. This generation was born between 1981 and 1995 (Stewart, Oliver, Cravens, and Oishi, 2017).

According to Zabel et al. (2016) millennials' attitudes and beliefs have been shaped by events, *inter alia*, the 2nd Iraq War, terrorist attack, booming technology globalism, parent advocacy, patriotism and multiculturalism. Their core values are confidence, importance of diversity, sociability, optimism, achievement and street smart (Zabel, Biermeier-Hanson, Baltes, Early & Shepard, 2016).

2.2.4.1 Who are millennials

Millennials are defined by Raines (2002) as the generation that is talented, well educated, achievement oriented, optimistic and technologically well connected (Raines, 2002). Millennials are set to have higher expectations in workplace than other generations and dominate the job market. Raines (2002) also highlighted the following as some of the major characteristics of the

Millennials cohorts; open and civic minded, confident, hopeful, goals and achievement-oriented, full of ideas and inclusive (Raines, 2002).

This generation is known as the generation that values work-life balance. However, they have no loyalty to organisations and prefer working from anywhere instead of being office bound. They also like working in a flexible environment, working in collaborative team oriented environment and worries less about job security than other generations before them (Zabel, Biermeier-Hanson, Baltus, Early & Shepard, 2016).

2.2.4.2 Millennials' behaviours

To understand the behaviours of millennials in the workplace, it is critical to look deeper in their political, educational social and economic context. Millennials are perceived to be disloyal, needy, entitled and casual in the workplace. They are perceived to be troublesome as they are entering the workplace with own beliefs, unique expectations and not conforming to the current organizational status quo (Thompson & Gregory, 2012).

Espinoza (2011) highlighted the millennials' behaviours and expectations by explaining how these cohorts enters the workplace using the Maslow's hierarchy of needs (Espinoza, 2011). The four generations enter the workplace at different levels of Maslow's hierarchy of needs due to societal and economic factors (Maslow, 1943). Maslow's (1943) needs form a hierarchy which starts with basic physiological needs like the need for food, water, shelter and warmth, extending to the need for safety, the need for belongingness, need for self-esteem moving up to self-actualisation (Maslow, 1943). According to Espinoza (2011) traditionalists started the work-life at safety level of needs, the baby boomers entered at belongingness level and generation X entered at esteem level but millennials enter the work place at esteem and self-actualization (Espinoza, 2011). The level of need that the millennials enters the workplace demonstrates the level of confidence and energy that they have compared to the other generations.

Millennials are raised in the era of reasoning and their behaviour is thus a reflection of their confidence and energy. They reject the "we-have-always-done-it-this-way approach" approach and question authority or the effectiveness of the method (Sheahan, 2005). Their behaviour has let to them being defined as the job hopping generations because they move on or switch jobs until they find what suits them (Kilber, Barclay and Ohmer, 2014).

In an interview conducted by Safer (2007) on why millennials like switching jobs, some of their responses included:

"We are not going to settle because we saw our parents settle. We have options".

Safer, after the interview, reported that:

“If this generation knows anything, it’s that there are more jobs than young people to fill them”
(Safer, 2007, p 1).

2.2.4.3 Millennials’ motivations

Burke (2002) posited that if employees believe that certain behaviours lead to some returns or benefits then motivation increases (Burke, 2002). Motivation is a process that accounts for an individual’s direction, intensity, and persistence of effort towards attaining a goal. Where intensity is about how hard a person tries, direction describes the orientation that benefits the organisation, and persistence is all about measuring how long a person can maintain his / her effort (Robbins & Judge, 2015). Zareen, Razzaq, & Mujtaba (2015) defined motivation as forces determining people’s behaviour’s direction, peoples level of effort and their level of persistence (Zareen, Razzaq, & Mujtaba, 2015).

Several theories of motivation exist to provide justification of why people do things. The two theories relevant to the millennials are those by Abraham Maslow and Frederick Herzberg, which are discussed below.

2.2.4.3.1 Maslow’s hierarchy of needs theory

Maslow (1943), in his theory, hypothesised that there are five hierarchy of needs of motivation in every human being (Maslow, 1943). Maslow categorised the needs in five levels which determine the sequence of the needs according to hierarchy. The levels are physiological needs (food, water, warmth), safety needs (safety, security), social needs (relationships, friends), esteem needs (feeling of accomplishment and prestige) and self-actualisation (achieving one’s full potential, including creative activities) (Robbins & Judge, 2015). Figure 2.1 shows the sequence of the needs.



Figure 2.1: Maslow's Hierarchy of Needs

Source: <https://www.simplypsychology.org/maslow.html>

2.2.4.3.2 Herzberg's two-factor theory

Herzberg's two-factor theory is known as the two factor because it associated intrinsic factors to job satisfaction and relates extrinsic factors to dissatisfaction (Herzberg, 1968). The theory is based on Herzberg's (1968) belief that the individual has a basic relationship to work and that failure or success in one's work can be determined by the attitude towards work. What is interesting about the theory is that Herzberg's view of the factors that lead to job satisfaction and factors leading to job dissatisfaction are separate factors.

He posited that the factors that lead to job satisfaction do not automatically lead to job dissatisfaction. This means that leaders need to be aware that only focusing on eliminating the factors that caused dissatisfaction can bring about peace to employees and not motivation (Robbins & Judge, 2015). The theory, also known as motivation-hygiene theory, has been used in organisations to help leaders to identify obstacles to motivation of employees. As a result, leaders target the barriers in order to ensure that employees are motivated (Irby, 2011). Figure 2.2 shows the factors of the theory



Figure 2.2: Hertzberg's two-factor theory

Source: <https://expertprogrammanagement.com/2018/04/herzbergs-two-factor-theory/>

Srivastava and Banerjee (2016) observed that the values and beliefs of millennials are motivated by both internal and external factors. This includes factors other than money for example, the role of family and contribution to the society. Their beliefs are in relation to self which involves; being positive, putting more efforts on tasks, not disappointing parents, etc. In relation to work, their motivation is expressed as, there is no limit to knowledge, valuing creativity, valuing flexibility and valuing team work (Srivastava and Banerjee, 2016). This demonstrates that millennials are highly motivated cohorts.

On the contrary, Neeta and Neelam (2016) found that when millennials select preferred employers as students, they prefer a salary over job security and a positive work environment over recognition. However, as professionals, millennials preferred job security over salary and recognition over positive work environment. Millennials also showed preference for friendly colleagues, fun work environment collaboration working closely with their managers (Neeta and Neelam, 2016). So, as highly motivated as they are presented by researchers, their motivations seem to change when they enter the work environment. Seemingly, circumstances affect millennials' choices and motivation.

2.3 Leadership

The concept of leadership remains the bone of contention in this research. Before moving ahead, it is imperative to have a clear understanding of what the concept entails. Leadership has been given many definitions by academic writers and the studies of leadership and leadership styles date back hundreds of years (Shafique & Loo-See (2017).

The definitions of leadership, *inter alia*, are: “leadership as an influence relationship amongst leaders and followers who intent real changes and outcomes that reflect their shared purposes”, “a process of influence where an individual influences a group of individuals to achieve a common goal”, “getting others to agree on what needs to be done and the process of facilitating individuals and collective efforts to accomplish a shared objective” and encouraging or directing people towards a goal (Daft, 2011, p. 3; Northouse, 2013, p. 5; Shafique & Loo-See, 2017, p 1; Grobler & du Plessis, 2016).

Daft (2011) pointed the key elements in definition of leadership as 1) influence – meaning that relationship between leaders and followers is active and that of influencing each other, 2) changes – meaning the leadership create changes and not conforming to status quo, 3) purposes – which is the shared purpose that leaders and followers pursue, and 4) intentions – which means that a leader and followers are actively involved with intentions of pursuing change (Daft, 2011).

Northouse (2013) also highlighted the four components of leaderships as: leadership being a process, leadership involving influence, common goals and occurring in groups. Leadership has different meaning to different people depending on their purpose of defining it. This is also driven by the environment and there is no absolute definition to leadership (Northouse, 2013).

Robbins & Judge (2015) brought the follower perspective to the fore, postulating leadership as a people activity that occurs amongst people and not something you do to them. It should be noted that humans are different and may act differently in situations or even changing behaviour in the same situation. Therefore, and from the above, effective leadership can be understood to be when the effect of the leadership style and behaviours are fully understood by leaders on how they influence employee motivation and performance (Robbins & Judge, 2015). This resonates with this study’s objective and interests which holds that leadership style should be effective enough to influence and impact employees’ (millennials) behaviours and motivate employees to enhance employee performance and retention (George, Chiba, & Scheepers, 2017).

2.4 Leadership theories

According to Catmull (2014, p. 295), leadership is a process that involves continuous adaptation and evolution. The writer expressed the concept as “The future is not a destination, it’s a direction” (Catmull, 2014). Leadership theories are important because they assist in explaining the reason behind why and how people are becoming leaders by looking at the characteristics and the behaviours (Cherry, 2019).

The evolution of the concept of leadership is demonstrated by theories which substantially evolved from focussing on the leaders' characteristics to focussing on the leaders' skills or traits, and then to more behavioural theories that focussed on leaders' behaviours (Bolden, Gosling, Marturano, & Dennison, 2003). Some of the theories that has a greater influence in leadership are Great man theory, Trait theory and Behaviour theory (Shafique & Loo-See (2017)). These theories are discussed below.

2.4.1 Great man theory

The Great man theory was introduced by Thomas Carlyle (1993). The latter described a leader as a hero which has God-gifted capacity by birth and cannot be developed (Carlyle, 1993). Carlyle (1993) further argued that leaders were more distinguished from others by leading personalities and historical background as change agents (Carlyle, 1993). This personality's view of leadership created some consensus that there is a God given talent of the leaders which made them different from their followers (Shafique & Loo-See (2017)).

However, Carlyle's theory of "leaders are born" was revisited by Organ (1996) as a myth. The latter argued that the major capabilities and competencies of leadership can be learned. Organ further argued that humans are all educable and emphasised that not everyone can be a leader. This is because, as Organ emphatically argued, "leaders are not like other people". They have the "right stuff" which not equally present or lacking to all people. The writer provided the following:

"To suggest that leaders do not enter the world with extraordinary endowments is to imply that people enter the world with equal abilities, with equal talents" (Organ, 1996, P. 2).

From the above, it can be summarised that the great man theory had personalities view of leadership and showed the start of evolution of leadership from the hero approach to a more relationship based approach which is the crux of this research view of leadership.

2.4.2 Trait theory

As the Great man theory fell out of favour because of the criticisms levelled against it, an opportunity arose for a more suitable theory which will address the weaknesses of the Great man theory. Herbert Spencer, one of the scholars who challenged the Great man theory, argued that history was not only made by the personality of leaders but the outcomes of the series of events (Shafique & Loo-See (2017)).

Theorists started to focus on the traits that the great men possess. This was the birth of the trait theory with emphasis on the attributes and personality of leaders which was instrumental in identifying leaders' characteristics (Gehring, 2007; Fleenor, 2006). The trait theory espoused the belief that leaders are born but further claimed that leaders are born with specific traits making them different from other people.

The leadership traits being referred to are the ambition and energy, self-confidence, honesty and integrity, intelligence, desire to lead and job-relevant knowledge (Shafique & Loo-See 2017). As trait theory evolved, a number of scholars (Atkinson, Smith, Bem, & Nolen-Hoeksema, 2000) invented an approach, named "big five personality traits" which included five characteristics of traits: openness to experience, agreeableness, conscientiousness, neuroticism and extroversion (Atkinson, Smith, Bem, & Nolen-Hoeksema, 2000).

Later, just like the Great man theory, the trait theory also faced challenges from theorists. They argued that leadership traits alone did not guarantee the success of leadership. Their position was that traits should be considered together with behaviours that yielded leadership success (Gehring, 2007; Northouse, 2013). This led to the development of the behavioural theory.

2.4.3 Behavioural theory

Behavioural theory arose out of trait theory, but took an opposing direction. It emphasized that behaviours can describe a particular leadership style and that leaders can be trained rather than being born (Shafique & Loo-See 2017). Behavioural theory differs further from trait theory in that while trait theory focused on what leaders are, the behavioural theory focuses on how leaders perform (Shafique & Loo-See 2017).

Behavioural theory categorised leaders into three kinds: the autocratic leaders which are authoritative and making decisions without involvement of others, the democratic leader who is welcoming inputs, suggestions and proposals from employees for effective decision making, and the laissez-faire leader who leaves the followers to be the ones making decisions to achieve targeted goals (Lewin, Lippitt, & White, 1939).

Behavioural theory views leadership as the results of the effective role behaviour which is shown by the person's act more than the person's traits. It proposes that specific behaviours separate leaders from non-leaders. The theorists assumed that the behaviours of effective leaders are completely different from those of less effective leaders and that the behaviours of effective leaders would be the same across all situations (Conger & Kanungo 1987).

The Ohio State University (1940s) and University of Michigan (1950s), as part of their behavioural studies, conducted a research which came up with two styles of leadership: people-oriented behaviours and task-oriented behaviours. On the one hand, the people-oriented behaviours focussed on satisfying people's needs and favour behaviours that are in line with listening, observing, encouraging, coaching and mentoring. On the other hand, the task-oriented behaviour focussed on organisational structure and operating procedures and favour behaviours that in line with compliancy, organising, initiating, clarifying and information gathering (Derue, Nahrgang, Wellman & Humphrey, 2011).

This leadership theory was more aligning to the relationship based approach by focusing on the role behaviours shown by individuals more than the traits of individuals which is part the revolution of leadership and this research view of leadership.

2.4.4 Contingency/situational theories

Paul Hersey and Ken Blanchard (1996) developed the situational theory in 1979. They argued that there is no right or wrong leadership style. The effectiveness of a leader is based upon situations and the attitude that the leader poses. Contingency theory focussed on three major areas which 1) recognising the leader's style, 2) specifying the situation and 3) matching the leadership style with the situation (Blanchard & Hersey, 1996).

Situational theory invented four leadership styles which recommended that leaders should adapt according to employee level of maturity. These leadership styles are telling, selling, participating and delegating (Wright, 2017). These styles are briefly described below:

- The telling or delegating style is where the leaders give clear and specific instructions of what to do and how to do. This style is applicable when the level of maturity is low because people have less knowledge, lower level skills, and abilities needed to accomplish tasks (Graeff, 1997).
- The selling or coaching leadership style is where the leader is encouraging followers' participation by putting forward their suggestions or proposals and allow followers to make decisions to accept or reject their suggestions. This is applicable where the maturity level of followers is average and determined by lower confidence and skills but there is willingness to accomplish task so guidance is needed (Graeff, 1997).
- The participating or supporting leadership style this is where leader and followers are engaged in making decisions together and achieving goals. This is achieved by discussing and brainstorming. It is suitable for moderate task maturity level, usually with higher skills level that lack confidence. It is necessary to provide support via participating

leadership style (Graeff, 1997).

- The delegating or directing leadership style refers to where the power is usually delegated to the followers to take the full responsibility of a task and make their own decisions in what to do to achieve objectives. This style is suitable where there is high level of maturity level of followers, determined by highly trained, confident and motivated employees (Graeff, 1997).

Situational theory encourages leaders to be flexible and adaptive in leading followers. It also encourages them to look and to determine the level maturity before applying the appropriate leadership style. This put emphasis that there is never one-size-fits-all approach to leadership. In order for leaders to be successful, they have to adapt their leadership style to the ability and willingness of their followers (Wright, 2017).

Brent Chapman, CIO of RoundPoint Mortgage Servicing Corp, had this to say on situational leadership:

“You have to be able to read the situation and modify your style to match the predicament you are in” (Chapman, 2018, p. 2).

And Erik S. Wright, professor of management at Missouri Southern State University in Joplin on dialogue situational leadership also posit this statement:

“Adaptability of leaders is critical to effectively handle the variety of situations that may arise, and studies have shown that superiors, peers, and subordinates can identify adaptable leaders and view that as a positive leadership trait.” (Wright, 2017, p. 2).

Situational leadership theory shifted focus from the leader only perspective to the involvement of the follower and based the leadership style on the followers and their response. The theory also encouraged the flexibility or adaptability of the leadership style to be deemed best fit for each situation (Shafique & Loo-See 2017). The focus is useful for this research as the research focus is leadership styles appropriate for leading millennials in the software industry.

2.4.5 Transformational leadership theory

Burns (1978) defined transformational leadership as “the leadership type that creates valuable and positive changes in the leaders’ followers” which potentially drives the development of followers’ abilities, good value systems, motivations and morality (Burns, 1978). Transformational leaders have been found to possess psychological mechanism in their mind to affect followers by transforming their values, concepts, perceptions, aspirations and

expectations. Through individualized consideration, these leaders develop their followers through mentoring, effective communication and constant feedback (Kasemaa, 2015).

Bass and Avolio (1994) identified four distinct characteristics of transformational leaders as idealised influence, inspirational motivation, intellectual simulation, and individualised consideration. Idealised influence has to do with a situation where the leader provides a vision and mission and nurture the sense of pride amongst followers creating a serious bond and emotions with the followers (Bass and Avolio, 1994). Inspirational motivation has to do with a situation where the leader triggers motivation in the team by encouraging the member to accept challenging goals while providing a share vision. Intellectual simulation provides the leader to stimulate creativity amongst followers by encouraging new approaches towards problems in a creative manner. Individualised consideration is present where the leader recognise individuality and focussed on uniqueness of individuals to suitable support and mentoring opportunities (Bass & Avolio, 1994; Jauhar, Ting & Rahim, 2017).

To achieve superior results, transformational leadership uses one of the four components of motivations in which leaders are charismatic serving as role models to their followers because they are trusted and admired by them, inspire and motivate subordinates to instil the idea that they can achieve greater things with extra efforts, stimulate employees to be creative, innovative and not accepting of the status quo but questioning and reframing problems and stretching their abilities. It also focussed on individualised consideration where focus is on the individuals and the differences amongst followers to identify different levels of attention, support or mentoring for their followers (Sözbilir and Yeşil, 2017).

Transformational theory has completely shifted the focus to individual followers from the earlier theories which were focusing on the leaders' perspective. This theory is relevant to the research as it is about what the leader does to change behaviour, instil confidants and motivate individuals.

2.4.6 Leader-member exchange theory

In contrast with other theories which focussed on the characteristics and behaviours of leaders and followers, Leader-Member Exchange theory, known as LMX, as defined by Graen and Uhl-Bien (1995), view leadership as a process and focuses on the interactions between a leader and subordinates (Graen and Uhl-Bien, 1995). The theory focused on the vertical linkages that the leader built with subordinates, the relationship quality between a leader and followers and how relationships influences followers' responsibility, decisions, and organizational outcomes (Lord, Day, Zaccaro, Avolio & Eagly, 2017).

Based upon Leader-Member Exchange (LMX) theory, the relationship between the leader and the followers is leadership making because leaders establish close relationships with subordinates which they have high-quality vertical interactions. This leads to two categories of the relationships, the in-group and out-group (Sharifirad, Hajhoseiny, 2018). The in-group is defined by high-quality relationships, characterised by liking, loyalty, dependable and professional respect between leaders and followers, while the out-group is low-quality relationship characterised by less close relationship and exchanges are directed by the basic employment contract. So, transformational leaders strive to get everybody to the in-group for high quality LMX to function as driver for change (Sharifirad, Hajhoseiny, 2018).

Martin, Guillaume, Thomas, Lee, & Epitropaki (2016) further demonstrated the positive relationship between theory and performance which leads to positives outcomes such lower levels of followers' stress, employee well-being, empowerment, greater organisational commitment, self-efficacy and better job attitudes. The relationship further leads to higher organizational citizenship behaviour, innovation, more time and effort invested in the job (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016; Khorakian & Sharifirad, 2018).

The last three leadership theories discussed above, situational leadership theory, transformational leadership theory and leader-member exchange theory are the appropriate theories to leading millennials. These theories are the ideal leadership models for the ever-changing work environment which is dominated by the millennials (Crişan, 2016). The theories leadership seems to the shift from the boss-subordinate management paradigm which is being replaced by the collegiality type of relationship between subordinate and the leader (Crisan, 2016).

As leadership evolves the theories of leadership has also evolved to be more aligned to leadership as practice which the focus has now changed from the historical theories to the form of leadership that is not reserved for those who hold formal positional power (Raelin, 2018). The theories of leadership are building up to the leadership style that is most appropriate for the organisations to manage millennials.

2.5 Leading millennials

Randall (2016), after defining millennials as young professionals working differently, who are prepared to work hard and who need a challenge, a purpose and good leadership, postulated that if millennials are not committed at work, there may be a need for their leaders to look into the mirror to see the problem (Randal, 2016).

It remains the duty of leaders to put conditions in place to be able to work with millennials. Dudley Slater, CEO of Integra Telecom and co-author of *Fusion Leadership*, posed this question to organisations:

“What are the leadership behaviours that attract people to organisations, and how are those behaviours different from those that drive people away from organizations?”
(Slater, 2018, p 4).

For organisations to succeed, a need exists for leaders to understand who millennials are, how their behaviours are different from other generations and what motivates them and to adopt leadership and management styles that complement the millennials’ work styles (Thompson & Gregory, 2012).

Gerzema and D’Antonio (2017) conducted a similar study to determine best type of leadership for millennials and their findings were that millennials are more open to women leaders and see in them qualities that make them more effective. They also found that most respondents associated hierarchical and aggressive management styles as “masculine” and “feminine”. This was regarded as more generous and communicative which encouraged followers’ participation, openness and motivation. Gerzema and D’Antonio (2017) concluded by arguing that millennials are less attuned to the current leadership styles, which is top-down and hierarchical, and more in favour of feminine approach to leadership, which is simple the leadership of more openness, encouraging participation, more inclusive, and more motivational (Gerzema and D’Antonio, 2017).

Barbuto, John, Gottfredson and Ryan (2016) suggested that servant leadership was the optimal leadership style to ensure that the organisation is a preferred work-place for the millennials. Servant leadership focused on the development of people and prioritising the needs of others over leaders or companies (Barbuto, John, Gottfredson and Ryan, 2016). From the finding of these studies it is evident that the leadership style has some effect in the in the success or failure of organisation to retain millennials generation.

Iqbal, Anwar & Haider (2015), argued that leadership styles ranges from autocratic through democratic to participative using different philosophies. The autocratic style used the “I tell” philosophy which basically ignored inputs from the team and tell the team what to do. This style is useful in situations when there is crisis or an urgent problem arises that requires an immediate and decisive response. The democratic style uses the “I share” philosophy which involves decision being made within teams and team members input being considered. The participative leadership style is characterised by “we do” philosophy which involves all members of a team in

the entire process of identifying essential goals and coming up with ways or strategies to reach those goals, using the leader as a facilitator (Iqbal, Anwar & Haider, 2015).

This further emphasises the need for a leader not to rely on one style to operate but to be able to read and adapt to a situation and react accordingly.

2.6 Conclusion

The literature review provided a comprehensive view of the generational theory which identified the key differences in generations and the rationale behind the differences. The categories of generations were explored with the focus on millennials to get an understanding of who they are, their behaviours and what really motivate them.

Drawing from this, the leadership theories were explored using the evolutionary lens to provide a background of how the theories began and the evolution from the traditional approach to the more transformational approach of leadership. The leadership theories identified several leadership styles used by leaders and explored which styles were relevant to the millennials management in the organisation.

What is known from the literature is that millennials behave differently than other generations (Kilber, Barclay and Ohmer, 2014). The literature has, to some extent, narrated the motivational factors of the millennials cohorts in the workplace. Some research has attempted to show what type of leadership was said to be optimal for the management of millennials. However, the existing literature suggests that no one leadership style is ideal and the situation and environment should determine the optimal leadership style (Stewart, Oliver, Cravens and Oishi, 2017; Barbuto, John, Gottfredson and Ryan, 2016).

It has also been discussed that companies are facing high turnover of millennials as a result of failure to retain these cohorts (Deloitte Millennial Survey Report, 2018). There seems to be a general agreement in the literature that motivation is important to the management of millennials and that the leaders need to understand the millennials behaviours to be able lead them optimally.

The literature has also demonstrated that the leadership styles as emerged from leadership theories were evidence in the workplaces. Further, the literature seemed to suggest that the explicit leadership theories such as situational leadership, transformational leadership and leader-member exchange are more aligned with the style of leadership that is considered optimal for leading millennials. It can be observed that the optimal leadership style depended on the situation and the environment (Stewart, Oliver, Cravens and Oishi, 2017).

The literature review showed the work that was already done by researchers in terms of the millennials behaviour, values and motivation in the organisations using the literature review comprehensive work of leadership styles. However, the gap exists in understanding the leadership styles appropriate for leading millennials in the software industry. To explore this, the researcher intends to study the millennial and leader perspectives on millennials' motivation, needs and approach to work environment and how leaders are currently attending to them, leadership styles currently in use in the software industry and millennial's preferred leadership styles.

The next chapter provides the research questions that emerged out of the gap analysis from the literature.

CHAPTER 3: RESEARCH QUESTIONS

3.1 Introduction

The purpose of the research is to investigate leadership style that is most appropriate to manage millennials in the software industry. This should be done to retain the talented millennials while getting the most of out their energy and contribution. To realise the purpose of the research, four research questions have been derived from literature review. This research poses four research questions

3.2 Research question 1

How do millennials in the software industry behave?

The literature, to some extent, showed the values, beliefs and behaviours of millennial generations. The research question is aimed at understanding who millennials are in terms of their value, beliefs and behaviours and the underlying reasons behind those values, believes and behaviours. This provides the researcher with the millennial and leader perspectives on millennial's needs and approach to work environment.

3.3 Research question 2

What motivates millennials in the software Industry?

The literature has narrated, to some extent, the values, the beliefs and what really motivated millennials. This research question is aimed at further understanding the motivators of the millennials cohorts and what the driver for their motivations are. This question is intended to provide the researcher with clear perspectives on millennial's motivation and how leaders are currently attending to them.

3.4 Research question 3

How do leaders in the software industry currently lead millennials?

This research question is aimed at understanding the current leadership style in software industry organisations. It is also aimed at determining how much of the leadership styles

contribute to the motivation and retention of millennials in the organisations. This should give a better understanding of the generational differences from leadership perspectives and finding out if there is an appetite from leaders to appreciating the differences in behaviour from all the generations.

3.5 Research question 4

How would millennials in the software industry prefer to be led?

Studies have, according to the literature, revealed the expectations from the millennials in terms how they prefer to be lead. This involves the leadership style preferences as expected by these cohorts. This research question is then aimed at further exploring the work that has been done with regard to the expectations from millennials side in terms of the leadership styles.

Finally, the research is aimed at checking the leadership state of readiness to embracing generational differences while leading for maximum benefits across all generations.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

This chapter details the study's research design and the justification for the selected methodology. The purpose of the research is to investigate which leadership style is most appropriate to manage millennials in the software industry to retain talent while getting the most out of their energy and contribution.

The literature review narrated a foundation of what the beliefs and values of millennials are. It also narrated how these beliefs and values are related to motivation, if the leadership style being used in the industry is appropriate to manage the millennials generation. The literature review further narrated the meaning of good leadership from the millennials point of view. This foundation informed a selected design of the methodology appropriate to help the researcher to draw informed conclusions. Therefore, a qualitative, exploratory research design was adopted to achieve the study's purpose

The chapter includes the details of research methods used, the sampling methods and size, the population, the data collection tool used and data collection process. The chapter also provides the analysis approach, data validity and reliability and conclude with the limitation of the research method used.

4.2 Research methodology and design

A research design is defined as a plan that clearly identify methods and procedures that is used for collecting and analysing the research information (Zikmund, Babin, Carr, & Griffin, 2013). The researcher conducted qualitative study for this research in order to be able to questions the reasons and motivations behind responses and actions of all the participants. The researcher also adopted a comparing approach between two population groups which is the leaders of the industry and the millennials for a complete view of respondents, were comparisons were possible.

This methodology was selected to ensure that the researcher gathers enough insight to be able to understand the millennials' perspective and leadership perspective in terms of effectiveness in making the work environment that is millennials friendly. The researcher required new insights into this research which was to be achieved by exploratory study which will help to produce accurate presentation of the situation with regard to the leadership role in millennials management and the perception of the millennials (Saunders and Lewis, 2012). It is for this reason that the researcher conducted a descriptive study as this had a role to play in the

explanatory research. Most importantly, it enabled the researcher to ask questions such as “what”, “when”, “who”, “where” and “how” and to understand the context (Saunders and Lewis, 2012).

An interpretivist philosophy was applied in line with the researcher’s interest of exploring what is going on into the software industry in terms of leadership styles in managing millennials. The researcher used an inductive approach in interacting with the key players, social actors, of the industries to build theory from observations of data that already collected, in a bottom up approach (Saunders and Lewis, 2012).

From the studies done already, the researcher obtained good insights in terms of the perceived behaviour, motivations and expectations of millennials. Thus, the intent was to understand the context so that new insights can be obtained and theories or concept can be built. The mono method qualitative study was applied to enable the researcher to structure data collection method to be based on the focus group. This allowed the researcher to interrogate the reasons and motivations behind all responses (Saunders and Lewis, 2012).

A cross-sectional study was applied as data was be collected from different participants only one period in time which is termed a snapshot. The researcher collected data using the semi-structured and one-on-one interview method. This is the method of data collection where interviewer asks about the set of themes using predetermined questions changes order in which themes are covered (Saunders and Lewis, 2012). This allowed the researcher to engage with both the leadership and millennials, and obtained their views, opinions and explanation while observing their behaviour.

4.3 Population

Saunders and Lewis (2012) defined population as a complete set of group members or the whole organisation (Saunders and Lewis, 2012). The concept of population is important for this research because it covered both the leaders and millennials employees of the software industries based in Gauteng province. The leaders considered consisted of middle management to senior managers involved in managing millennials while the millennials participants included different ages belonging to the millennials generation which is between 1981 and 1995 as defined for the purpose of this research (Srivastava and Banerjee, 2016).

The reason for selecting the software industry is because of the increasing need for the industry to deal with millennials and the industry is well known for attracting young generation to grow within organisations (Deloitte Millennial Survey, 2018). The reason for limiting the study to Gauteng is to manage resource constraints and also considering the fact that most software organisations are based in Gauteng.

4.4 Unit of analysis

The unit of analysis provides answers to questions of who should provide data and what levels of aggregation the data should be analysed (Zikmund et al., 2013). The chosen unit of analysis for this research are the perceptions and behaviours of leaders in terms of leadership style and the perceptions of millennials. The focus was to get insights from each senior leaders of software industries who are directly involved in millennials management and millennials within the software industry.

4.5 Sampling methods and size

Sampling (sub-group) technique was selected to collect data rather than the whole population because of the practicality reasons. The aim of using the sampling method to was get representatives from different key roles players in organisations within software industries. The researcher used the purposive sampling because this non-probability sampling allowed the researcher to use his judgement in actively choosing participants that will best answer the interview questions (Saunders and Lewis, 2012).

The researcher initially selected 12 leaders of software industries who are involved in managing millennials in the software industry organisations and 12 millennials of different age group within the software industries to conduct the interviews. During the interviewing process, the researcher ended up interviewing 14 leaders as there was no evidence of data redundancy and saturation. Data saturation for leaders was reached for leaders participants as shown in figure 4.1. The total 12 millennials were interviewed as initially planned to reach data saturation as shown in figure 4.2.

Figure 4.1: New codes create during analysis process of leaders

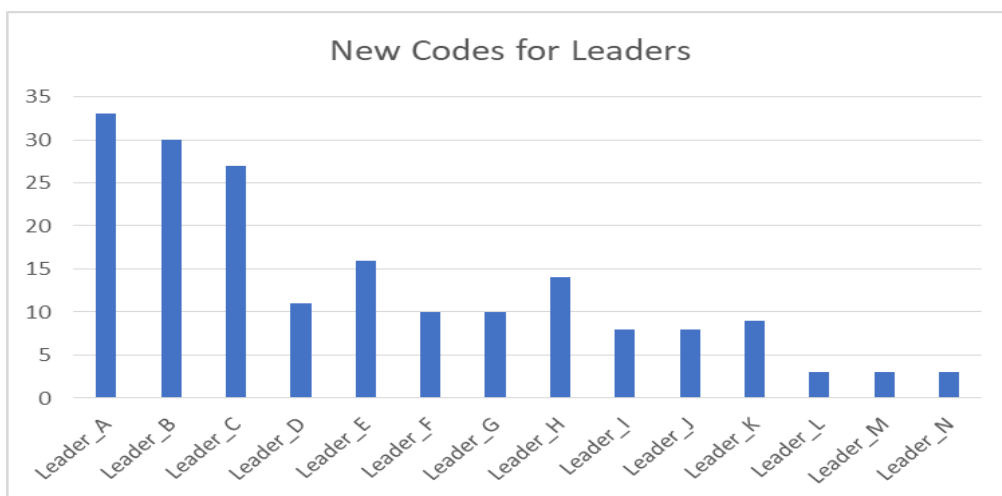
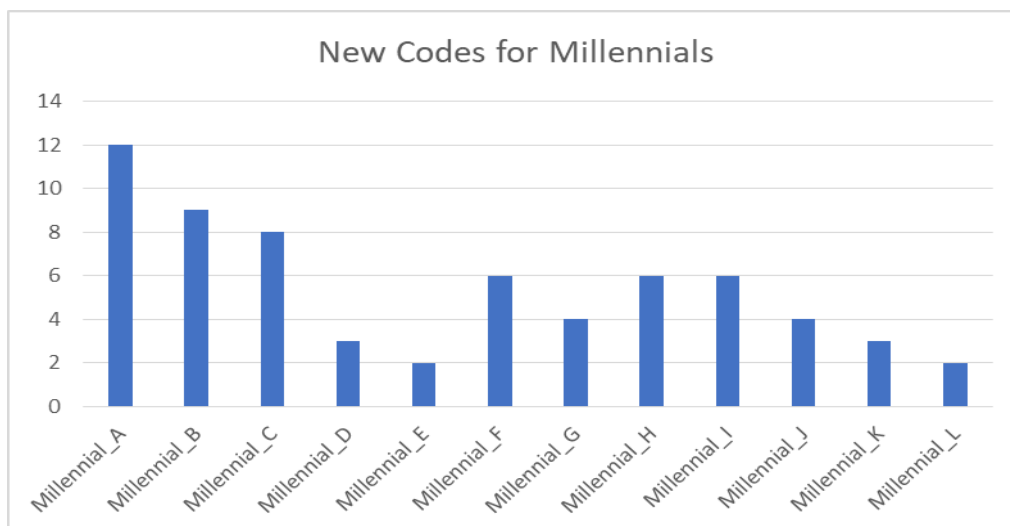


Figure 4.2: New codes create during analysis process of millennials



4.6 Measurement instrument and data collection tool

The research measurement instruments used was a semi-structured interview schedule and the interviewer. The researcher was considered as measurement because he used his senses and experience to gather information and to interpret the interview data (Maxwell, 2013). The interview schedule was used as a guide for the in-depth, standardised face-to-face interviews, taking advantage of the semi-structured interviews ability to extract the experience of each respondent and its richness in doing so (McCracken, 1988). The interview schedule with interview questions aligned to the research questions is shown in table 4.3 below:

Table 4.1: The interview schedule

RESEARCH QUESTION	Interview Questions – Leaders	Interview Questions – Millennials
Research Question 1 What are the behaviours of millennials in the software Industry?	1. Do you experience different behaviours between generations? 2. What are the key differences in behaviours between millennials and other generations in the workplace? 3. What positive behaviours do millennials display in the workplace? 4. What are negative behaviours that millennials display in the workplace?	1. If you had to choose how to work, what would be the ideal work environment?
Research Question 2 What motivates millennials in the Software Industry?	5. What motivates millennials? 6. What are the rewards that are important to your team?	2. What would you consider as motivation for coming to work every day?

<p>Research Question 3 How do leaders in the software industry currently lead millennials?</p>	<p>7. How do you get the best performance out of millennials? 8. What aspects of your leadership style do millennials challenge?</p>	<p>3. How would you describe the leadership style of your manager? 4. What are the characteristics of your leader? Good and Bad?</p>
<p>Research Question 4 How would millennials in the software industry prefer to be led?</p>	<p>9. What is your preferred leadership style? 10. Do you think your team like your leadership style?</p>	<p>5. What is your preferred leadership style? 6. If you had to change something in your leadership style of your manager, what will it be?</p>

4.7 Data gathering process

The researcher collected data using the semi-structured and one-on-one interview method. The approach to use open-ended questions was for the purpose of not restricting participants' views and allowing them to shape their responses and freely express their views (Creswell, 2012). This allowed the researcher to engage with the individual leaders and millennials, to obtain their view or explanation while observing their behaviour.

A step-by step process for data collection process per interview was the following:

1. Setup the time convenient to the participant and scheduled the meeting in his/her calendar;
2. Reviewed consent forms, interview questions overview and requested permission to record the interview;
3. Conducted the interview and took key point notes and recorded the interview (audio recording for both face to face and video calling interviews);
4. Transcribed the interview *verbatim* using notes and audio recording; and
5. Analysed of the transcribed results while taking notes of the insights.

In focussing on the depth rather than broad and shallow, the researcher conducted 26 interviews: 14 interviews with leaders of software industry organisations and 12 interviews with millennials of different age group within software industry. The interviews were conducted on a face-to-face basis and recorded video calls. There were five video calls and nine face-to-face interviews conducted for the leaders' participants and four video calls and eight face-to-face interviews conducted for the millennials participants.

The face-to-face interviews were conducted on the respondent's premises and restaurants. The interviews time limit was planned to be 50 minutes. However, the actual time varied between the planned time limit with the longest interview taking 45 minutes and the shortest one took 18 minutes. The researcher used his more than 10 years' experience in the software industry,

professional and personal network with industry players to build a rapport that allowed access and enabling environment to the participants, especially the senior leaders.

The researcher was fully aware that experiences, personal beliefs and education could form biasness and influences with the potential of posing a threat to the trustworthiness of the interview data. The mitigation of this biasness was that the researcher was aware of the biasness but applied a neutral and objectives mind-set when conducting the interviews. This involved the researcher asking the questions and probing for interviewee's understanding of the issues raised.

4.8 Analysis approach

Having collected qualitative data during the interview stage, the next action was to validate all collected data and do the analysis. The researcher analysed the data collected using ATLAS.ti software, a computer aided software for qualitative data analysis. The researcher organised the data into codes, code groups or categories and themes for thematic analysis. The intention of thematic approach to the analysis of the data collected was not only to reveal common trends in responses and agreements on certain questions asked from the respondents, but also to reveal some disagreement in ideas between the responses of millennials and leaders of organisations (Saunders and Lewis, 2012).

The following process as recommended by (Creswell, 2012) was followed in the analysis of data.

1. Loaded transcripts on to the Atlas.ti and started the process of familiarisation, going through all transcripts carefully (Writing thoughts in margins);
2. Making a list of all topics and labelling the topics (codes);
3. Writing of preliminary codes next to appropriate segments of the interview data texts;
4. Reducing your list of codes by merging redundant codes;
5. Grouping codes that relate to each other into code groups (categories);
6. Linking categories to the interview questions; and
7. Refine the constructs into themes

Initially 301 codes were created, but after the exercise of merging and deleting duplicated codes, the list was reduced to 203 codes. 24 categories (code groups) were created for all the 203 codes. The categories were further merged into 13 categories which aligned to the grouping of the interviews questions. Table 4.4 shows the map of categories that were created per research question:

Table 4.2: The thematic map

Research Questions	Categories
Research Question 1 What are the behaviours of millennials in the software Industry?	Generational behaviours Positive Behaviours Negative behaviours Ideal work environment
Research Question 2 What motivates millennials in the software industry?	Motivations Rewards
Research Question 3 How are leaders in the software industry currently leading millennials?	Optimal Leadership Styles Leadership Challenges Leadership Styles Leader Characteristics
Research Question 4 How would millennials in the software industry prefer to be led?	Preferred leadership style Leaders view of leadership style Millennials Expectations

4.9 Data validity and reliability

Saunders and Lewis (2012) defined data validity as an extent to which data collection methods accurately measures what they were intended to measure and findings are really what they proclaim to be. Reliability is defined as the extent to which data collection methods and analysis procedure will produce consistent findings (Saunders and Lewis, 2012). In qualitative research, there is a risk of reliability being compromised by participants and researcher’s biasness during data collection.

To mitigate the risk of the research being bias, the researcher adopted the four stage process by Saunders, Lewis, and Thornhill (2012) to ensure validity and reliability. The four stage process is: 1) to be clear about the data required when designing a question, 2) to ensure that respondents decoded the question in the way that the question was intended by the researcher, 3) respondents answered the questions, and 4) the researcher decoded the answer in the way the answer was intended by the respondent (Saunders, Lewis, and Thornhill, 2012). The researcher also employed the use of standardized questions and guiding respondents through during the interview.

4.10 Limitations

As stated above, the sample was limited to the software industry around Gauteng province. A more diverse study could provide more data richness and full representative of differences and insights. This limitation is based on resource, cost and time constraints. The researcher selected

12 leaders of software industries and 12 millennials of different age group within the software industries to conduct the interviews. This is the limitation as the population does not fully cover the industry representatives. This is also due to resource and time constraints and practicality reasons. The researcher is not experienced in conducting in-depth interviews which could result in some biasness. The researcher used the interview schedule as the guide for consistency and applied neutrality when collection data to try limit biasness.

4.11 Summary

The research methodology and the design chosen for the study was discussed in this chapter. The chapter outlined the full process followed including the population, sampling and method size, unit of analysis, measurement instrument, data gathering and analysis process. Research validity, reliability and limitations were also discussed. The next chapter will present the results on analysis.

CHAPTER 5: RESULTS

5.1 Introduction

This chapter presents the results with brief commentary highlighting the key findings. The results are presented in accordance with the research questions as introduced in chapter 3. The interview questions were created and mapped to the research questions to ensure that consistency is maintained between the research objectives, reviewed literature, research methodology and data collection. Direct quotes are included in this chapter but these are edited to remove identifiers in accordance with the confidentiality consent to protect the confidentiality and anonymity of the participants and their organisations.

5.2 Description of sample

The analysed findings from the data provided in this section was obtained through 26 in-depth one-on-one interviews. 14 interviews were conducted with the leaders of the software industries of which 9 interviews were conducted face-to-face and 5 interviews conducted through a video conference (go-to-meeting). 12 interviews were also conducted with the millennials of the software industries of which 8 interviews were conducted face-to-face and 4 interviews conducted through a video conference (go-to-meeting). Table 5.1 details the summary of the interview participants.

Table 5.1: Interviewee Summary

Participants	Leader/Millennial	Position / Ranking
Interviewee Leader_A	Leader	Senior Project Head
Interviewee Leader_B	Leader	Development Manager
Interviewee Leader_C	Leader	Senior Manager: Data warehouse
Interviewee Leader_D	Leader	Managing Director
Interviewee Leader_E	Leader	Senior Program Manager
Interviewee Leader_F	Leader	Production Support Manager
Interviewee Leader_G	Leader	Operation Manager
Interviewee Leader_H	Leader	Sales Director
Interviewee Leader_I	Leader	Operation Director
Interviewee Leader_J	Leader	Managing Director
Interviewee Leader_K	Leader	Head of Sales
Interviewee Leader_L	Leader	Senior Technical Manager
Interviewee Leader_M	Leader	Operation Director
Interviewee Leader_N	Leader	Senior IT Manager
Interviewee Millennial_A	Millennial	Service Development specialist
Interviewee Millennial_B	Millennial	Datamining Engineer

Interviewee Millennial_C	Millennial Leader	Business Development Manager
Interviewee Millennial_D	Millennial	Support Engineer
Interviewee Millennial_E	Millennial	IT Consultant
Interviewee Millennial_F	Millennial Leader	IT Manager
Interviewee Millennial_G	Millennial	Configuration Engineer
Interviewee Millennial_H	Millennial	Cloud Technician
Interviewee Millennial_I	Millennial	Business Analyst
Interviewee Millennial_J	Millennial	Support Engineer
Interviewee Millennial_K	Millennial	Project Manager
Interviewee Millennial_L	Millennial	Business Analyst

5.3 Presentation of results

The presentation of the results is in terms of the thematic analysis. The presentation of the results is in the form of categories or code groups emanating from analysis of interview questions responses in line with the research questions as presented in chapter 3. Themes are created using constructs from categories and are summarised for the overall alignment of the research questions. Table 4.2 in chapter 4 showed the map linking of the categories and research questions. The representation of the results show all the constructs and themes created per category. However, the main focus is on the top 5 in ranking and the recurring themes for findings. The result will also be in comparing format to ensure that data from both populations of the leaders and millennials are compared against each other were the data is comparable.

5.3.1 Results for research question 1

Research question 1: What are the behaviours of millennials in the software industry?

Research question 1 was aimed at understanding who the millennials are in terms of their value, beliefs and behaviours and the underlying reasons behind those values, believes and behaviours. Interview questions were developed to obtain information in the open interview, as listed in Table 5.2.

Table 5.2: Interview questions for research question 1

RESEARCH QUESTION	Interview Questions - Leadership	Interview Questions - Millennials
Research question 1 What are the behaviours of millennials in the software Industry?	11. Do you experience different behaviours between generations? 12. What are the key differences in behaviours between millennials and other generations in the workplace? 13. What positive behaviours do millennials display in the workplace? 14. What are negative behaviours that millennials display in the workplace?	1. If you had to choose how to work, what would be the ideal work environment?

The categories that emerged from the interviews are generational behaviours, positive behaviours, negative behaviours and ideal work environment. The themes created from constructs are used to present the results and the focus is on the themes that highly ranked in frequency and recurring. The results are presented using tables with categories as linking to interview questions. The tables show all the constructs created per category with the frequency and ranking.

Table 5.3: Different generational behaviours

Ranking	Construct	Themes	Frequency	Leaders
1	Experiencing different behaviours between generations	Different behaviours	12	12
2	Older generation are more structured and methodological	Structured	6	6
3	Millennials are more entrepreneurial	Entrepreneurial	4	4
4	Millennials are more risk taking	Risk Taking	3	3
5	Older generation are more risk averse	Risk Averse	3	3
6	Not experiencing different behaviours between generations	No Different behaviours	2	2
7	Difference in generational exposure between South Africa ("SA") and Europe	Different behaviours	2	2
8	Difference is not really generation based	No Different behaviours	1	1
9	European millennials have more exposure to digital lifestyle than SA	Different behaviours	1	1
10	Getting the millennials to company methodology is difficult	Non-compliance	1	1
11	Millennials are different than other generational the way they learn and think	Different behaviours	1	1
12	New generation not bothered on achieving tasks/goals	Care Free	1	1
13	Older generation are more conservative	Structured	1	1
14	Older generation are more reserved	Reserved	1	1
15	Older generation goes an extra mile in achieving tasks/goals	Energy	1	1
16	Older generations are more focussed	Focussed	1	1

17	The younger generation have more social responsibility	Social responsibility	1	1
18	With millennials respect is earned	Respect	1	1
19	Workplace not ready for millennials	Different behaviours	1	1
20	Younger generation can easily challenge authority	Challenges Authority	1	1
21	Younger generations have more confident	Confidence	1	1

This question was focussed on leaders to understand if they experience different behaviours between generations in their teams and to get their view of the differences experienced, if any. On the questions of whether the leaders are experiencing different behaviours, 12 out of 14 participants answered that millennials are different to other generation in terms of behaviours. There were 2 respondents that did not believe that there is different generational behaviours. They believe that the difference in behaviours is not generation based. Below, is one of the reasons provided by the respondent who does not experience different behaviours between generations:

Leader_D: *“There is no much difference. It’s is like the stage of growing up where you learn and changes your behaviour and values as you grow”.*

With regards to the key differences in behaviours between millennials and other generations in the workplace, participants provided their takes of what the key differences they experienced are. The top four mentioned differences are: differences regarding being structured, entrepreneurial, risk taking, and risk averse. These themes emerged from constructs that show the reasoning that on the one hand, older generation are more structured, methodological and more risk averse. Millennials are, on the other hand, more entrepreneurial and more risk taking.

From the responses there are different views regarding the differences being experienced, for instance two respondents below provided different justification of the older generations being more structured and methodological as below:

Leader_C: *“On the extreme I can look at Baby boomers who are more structured, process driven and methodological. While Millennials tend to be carefree, don’t follow processes, they’re entrepreneurial in a sense and they don’t mind to try something and if it fails they try another one.”*

Leader_N: *“The old school generations still prefer to work in a structured where they get lot of direction from their leaders but millennials need more freedom to do things their own ways and they require more allowance in terms of creativity”*

There was also another perspective on the different behaviours where a comparison was done

with the generations in SA and in the Europe. The respondent seems to be of the view that the difference is caused by where the generation is and the exposures that comes from the country mentioned.

Leader_E: *“We are on a bit of a spectrum. Experiencing the difference in work spectrum in SA vs Europe. Older degeneration seems to be more aware and comfortable with the new generation way of life. Older generation in SA digital era was a bit surprise for them”.*

The main finding is that 86% of the respondents are experiencing different behaviours amongst generations while 14% does not believe the differences exist. In providing the differences as experienced by respondents, the top focus of the differences was in being structured, entrepreneurial, risk taking, and risk averse.

Table 5.4: Positive behaviours of the millennials

Ranking	Construct	Themes	Frequency	Leaders
1	Lot of positive good ideas	Innovation/Creativity	9	9
2	Millennials are innovative	Innovation/Creativity	8	8
3	Millennials are energetic	Energy/Pace	7	7
4	Millennials challenges the status quo	Critical/Challenging	4	4
5	Millennials are responsible and accountable	Responsible/Accountable	3	3
6	Millennials are more creative	Innovation/Creativity	3	3
7	Work independently	Independent	3	3
8	Millennials work well in diverse group	Open minded	3	3
9	Millennials are flexible in time	Flexible/Adaptable	2	2
10	Millennials are important for regeneration	Innovation/Creativity	2	2
11	Millennials are willing to take chances	Risk Taking	2	2
12	Millennials support you when you build relationship with them	Nature of Relationship	2	2
13	Millennials think out of the box	Innovation/Creativity	2	2
14	Millennials work faster than older generations	Energy/Pace	2	2
15	Short focus span is an opportunity for leaders to shorten projects	Energy/Pace	2	2
16	Caring for one another	Relationship	1	1
17	Millennials are expressive	Expressive	1	1
18	Millennials are far more adaptive	Flexible/Adaptable	1	1
19	Millennials are self-driven	Independent	1	1
20	Millennials are taking responsibilities	Responsible/Accountable	1	1
21	Millennials are very optimistic	Optimistic	1	1
22	Millennials can easily multitask	Energy/Pace	1	1
23	Millennials can work for longer hours, when committed	Energy/Pace	1	1
24	Millennials possess good attitude	Attitude	1	1

25	They always come up with new ways of doing things	Innovation/Creativity	1	1
26	They are intelligent	Intelligent	1	1

This research question was focussed on leaders to get their view of the positive behaviours of millennials or rather what the respondents liked about how millennials do things. The results attracted a lot of positive behaviours as listed by the respondents and the top 5 themes created for positive behaviours were innovation/creativity, energy/pace, critical/challenging, responsible/accountable and independent. Innovative/creativity is the highest frequency theme and has been listed by many respondents in the recurring way. This shows that millennials are considered to be creative and innovative in their behaviours. Some quotes that respondents used to narrate innovative and creativeness are:

Leader_K: *“Out of the box thinking, they are less afraid to come up with stupid ideas, they inject energy in the company, they are like the glue because they speak to everyone in the company, not afraid of hierarchy”.*

Leader_L: *“They are always full of ideas. If you have a problem, they will come up with lot of ideas. As the manager you always have to select through their ideas and come up with the good one”.*

Leader_G: *“They are important for regeneration. They bring new ideas, new thinking, and they are innovative. We need these guys for innovation. They are you and have energy”.*

Energy/pace and responsible/accountable themes are also flagged as the most highlighted positive behaviours of millennials by the respondents. Some respondents clarified the energy as follows:

Leader_I: *“Their energy and the way in which they want to resolve problems, they always try different ways which give company the flexibility. They also do come with different ways than normal company commercial focus”.*

The finding on positive behaviours of millennials shows that there are a lot of characteristics and traits that are highlighted as positive for millennials with the highest ranking and recurring being innovation/creativity, energy/pace, critical/challenging, responsible/accountable and independent.

Table 5.5: Negative behaviours of the millennials

Ranking	Construct	Themes	Frequency	Leaders
1	Millennials have short attention span	Limited Focus/Attention Span	10	10

2	Millennials do not follow processes	Non-compliant to rules/processes	7	6
3	Millennials like changing jobs	Limited Focus/Attention Span	6	5
4	Millennials cannot keep or conform to company's time	Non-compliant to rules/processes	3	3
5	Do not take instructions sometimes	Non-compliant to rules/processes	2	2
6	Follow procedure and comply	Non-compliant to rules/processes	2	2
7	Millennials are impatient	Limited Focus/Attention Span	2	2
8	Millennials can be all over the show	Limited Focus/Attention Span	2	2
9	Millennials can be ignorant	Ignorant	2	2
10	Millennials can go wild on ideas	Non-compliant to rules/processes	2	2
11	Millennials get into feelings quickly	Emotional	2	2
12	Millennials think they know it all	Attitude	2	2
13	Most millennials do not do reporting well	Reporting on progress	2	2
14	Too much opinionated	Opinionated	2	2
15	Verbal communication is being replaced	Communication	2	2
16	Not open minded	Open-mindedness	2	2
17	Work with self-expectations	What is in it for me	2	2
18	Lack of experience which they are not aware	Ignorant	1	1
19	Millennials can sometimes solve nonexistence problems	Limited Focus/ attention span	1	1
20	Millennials do not like taking personal responsibility	Irresponsible	1	1
21	Millennials have care free attitude	Attitude	1	1
22	Need constant stimulation	Require stimulation	1	1
23	Sometimes communication can be difficult between generations	Communication	1	1

Just like positive behaviour, this questions were focussed on leaders to get their view of the negative behaviours of millennials or rather what the respondents disliked about how millennials do things. There was also a lot of negative behaviours listed by the respondents. However, what seems to have been the most occurring themes of negative behaviours listed as top 5 were limited focus/attention span, non-compliant to rules/processes, ignorant, emotional and attitude.

The limited focus and non-compliance seem to be the most recurring. This means that most respondents are experiencing this behaviours in their workplaces. The few constructs that created non-compliance theme are that millennials do not follow processes, cannot keep or conform to company's time, do not take instructions at times and can go wild with ideas. Some of the reasons given regarding millennials not following processes are:

Leader_L: *"They are always full of new ideas which need to be managed as they can go*

wild with how they change the organisation in a day. They do not understand governance and processes. They just want their ideas implemented without following processes”.

Leader_N: *“They do not understand the need to conform to rules and policies of the company. They can just do things without structure and governance”.*

Also, the limited focus/attention span seems to have been experienced by respondents a lot as it was also recurring and created by few constructs like millennials having short attention span, impatient and like changing jobs. What follows is some of the respondents’ reasons that narrate the limited focus/attention span:

Leader_F: *“It is almost impossible to keep them happy because they get bored quickly. They are quick to change companies because companies do not have enough to challenge them more. As they are all about challenges, companies are slow moving according to them”.*

The finding on negative behaviours of millennials shows that there are also a lot of characteristics and traits that are highlighted as negative behaviours for millennials with the highest ranking and recurring being limited focus/attention span, non-compliant to rules/processes, ignorant, emotional and attitude.

Table 5.6: Ideal working environment

Ranking	Construct	Themes	Frequency	Millennials
1	Millennials prefer flexible working hours	Flexible Hours	11	11
2	Millennials prefer relaxed working environment	Relaxed Environment	8	8
3	Millennials prefer working from home	Work from home	7	7
4	Allowing millennials to innovate	Innovation	2	2
5	Office as ideal work environment	Structured Environment	1	1
6	Structured environment as ideal environment	Structured Environment	1	1

This question was focussed mostly on millennials. The purpose of the question was to understand the millennials’ preferred work environment as part of establishing their behaviours. The high occurring themes in response are flexible hours, relaxed environment, working from home and to be allowed to innovate. There was interesting view from 2 respondents who seemed to prefer structured environment as ideal work environment. The response took a different direction from most millennials responses by saying that working from home is not ideal work environment. One responded justified the stance as below:

Millennial_A: *“At the office with a team at the same place makes the engagement easier”.*

The finding on the ideal work environment from the millennials perspective is that they prefer flexible working hours, relaxed environment and to be allowed to work from home. Flexible hours seem to be the most preferred as selected by 91% of the millennials respondents.

5.3.2 Results for research question 2

Research question 2: What motivates millennials in the software industry?

Research question 2 is aimed at understanding millennials and leaders' perspectives on what motivates millennials when leaders understand the millennials' motivation factors and how they currently attend to them. The interview questions for this research question are listed in Table 5.7.

Table 5.7: Interview questions for research question 2

RESEARCH QUESTION	Interview Questions - Leadership	Interview Questions - Millennials
Research Question 2 What motivates millennials in the software industry?	5. What motivates millennials? 6. What are the rewards that are important to your team?	2. What would you consider as motivation for coming to work every day?

The categories that emerged from the interviews are motivators and rewards. The themes created from constructs are used to present the results and the focus is on the themes that are highly ranked in frequency and recurring. The results are presented using tables with categories as linking to interview questions. The tables show all the constructs created per category with the frequency and ranking.

Table 5.8: Millennials' motivators

Ranking	Construct	Themes	Frequency	Leaders	Millennials
1	Monetary motivation	Financial	19	11	8
2	Clear expectations	Clear Expectations	14	13	1
3	Working for a reason or purpose	Purpose	13	10	3
4	Millennial do not want to be micromanaged	No micromanagement	9	6	3
5	Millennials are motivated by learning environment	Learning	9	5	4
6	Millennials like to work in teams	Teamwork	8	6	2
7	Leader allowing creativity of millennials	Creativity	7	7	0
8	Short term work	Short term work	7	7	0
9	New things as meaning work	New things	6	6	0

10	Allowing millennials to grow	Learning	5	4	1
11	Highly technological motivation	Technology	4	3	1
12	Millennials are motivated by positive environment	Positive environment	4	0	4
13	Millennials values time	Time flexibility	4	4	0
14	Work that contribute to bigger picture	Purpose	3	3	0
15	Millennials are motivated by new challenges	Learning	3	0	3
16	Millennials require constant feedback	Feedback	3	3	0
17	Millennials value support	Support	3	2	1
18	Motivated by acknowledgement	Acknowledgement	3	3	0
19	Motivated by effective work environment	Effectiveness	3	0	3
20	Good technical tools rewards	Technology	2	1	1
21	Making sure they have secured future	Security	2	2	0
22	Millennials values respect	Respect	2	2	0
23	Millennials value communication from the leader	Feedback	2	1	1
24	Millennials value to do what they enjoy	Enjoyment	2	2	0
25	Motivated by recognition	Recognition	2	0	2
26	Valuing good leadership	Good leadership	2	2	0
27	Valuing honesty	Honesty	2	1	1
28	Being part of the culture as motivation	Belonging	1	1	0
29	Creating a vision for them	Clear Expectations	1	1	0
30	Want to feel like they are part of business	Belonging	1	1	0
31	Millennials are motivated by job security	Security	1	1	0

The questions regarding what motivates millennials focussed on both the leaders and the millennials to get their perspective for comparing purposes. These questions regarding motivations seemed to have triggered some interests as favourite questions during the interviewing process. That was evidenced by the overwhelming responses received from both the leaders and millennials and that created 31 constructs as listed in Table 5.11 above. Looking at the top 5 themes, the emerging motivators of millennials were financial motivation, clear expectations, purpose, no micromanagement and learning.

Financial category as motivation: it was interesting to note that 11 out of 14 leaders responded that millennials are motivated by money. However, 8 out of 12 millennials mentioned money as a motivation. What was also interesting was that 50% of the millennials who responded that money motivated them, also mentioned some other motivators besides money. These are some of the responses referred to:

Millennial_F: *“Money is the biggest motivator and the second biggest motivation is for us to create an environment where people feel respected and valued”.*

Millennial_H: *“I think they should allow us to work from home, and they should also include money as an incentive to motivate the staff”.*

The clear expectations theme: it is interesting to note that out of all the 14, it was the leaders’ respondents that actually dominated the responds. 13 leaders dominated 1 millennial response and that appeared to have been situational response. The response was:

Millennial_H: *“I do not like the finger pointing. We should work as a team and protect each other. As a leader needs to support the team for the task to be carried through correctly and on time, a leader needs to outline their expectations to the team”.*

The purpose theme: millennials like working for a reason, purpose or bigger picture. Although more leaders advocate for this category than millennials themselves, millennials also mention this as their motivations. This is evident from the two respondents below:

Millennial_F: *“Making a difference in people’s lives and making sure that we are able to reach our goals on a daily basis, being present is one motivation making sure I implement processes that are effective and make daily lives in the work place easy”.*

Millennial_G: *“There is a lot of things; there are responsibilities just like progressiveness evolving in your career that is always a motivation to come to work”.*

No micromanagement theme: 6 leaders and 3 millennials are of the view that millennials are motivated by an environment where they are not micromanaged. These 3 millennials added other preferences narrated below:

Millennial_B: *“I do not need to be micromanaged. I need to be given space to do my work and if I have questions I will ask for help. I need someone to manage themselves. I need someone who is strong headed, flexible and transparent; so we can push one vision”.*

From the above, the finding on millennials motivators shows that millennials are motivated by variety of factors in the workplace. What comes up as the most motivators were financial motivation, clear expectations, purpose, no micromanagement and learning.

Table 5.9: Rewards for the millennials

Ranking	Construct	Themes	Frequency	Leaders
1	Monetary rewards	Monetary	11	10
2	Time flexibility rewards	Time flexibility	9	9
3	Millennials are more interested in intrinsic rewards	Intrinsic	7	7

4	Trust in the workers abilities	Trust	3	2
5	Attachment to work contribution	Attachment	2	2
6	Less driven by absolute remuneration	Intrinsic	2	2
7	More accountability as rewards	Accountability	2	2
8	Being appreciated as rewards	Appreciated	1	1
9	Fairness as rewards	Fairness	1	1
10	Social cohesion as rewards	Social cohesion	1	1

As part of the motivation questions, leaders were asked if they understood what rewards that are important to their millennials team. This question was to further explore if the leader is aware of the rewards regarded as part of the motivation from his or her millennials staff. Highly ranked themes emerged as monetary, time flexibility, intrinsic, trust and attachment. Like motivation, monetary or financial rewards seemed to be dominating the responses. The intrinsic rewards theme was created for other rewards that are considered intrinsic as emerged in respondents' answers. Some of the mentions are:

Leader_I: *“Monetary and in the form of different gifts, time off and even appreciation like giving them a well-done messages. There are however different rewards preferences for different teams”.*

Leader_K: *“I have implemented the work from home (“WFH”) as a reward as it allows them to do other things while working. Creating some sort of a competition with some rewards like drinks on Fridays as social events”.*

In summary, the finding on rewards for millennials also shows few rewards that motivate millennials with highly ranked as monetary, time flexibility, intrinsic, trust and attachment. Monetary or financial rewards and intrinsic rewards seemed to be dominating the responses.

5.3.3 Results for research question 3

Research question 3: How are leaders in the software industry currently leading millennials?

Research question 3 is aimed at understanding the current leadership style in software industry organisations. It is also aimed at determining how much of the leadership styles contribute to the motivation and retention of millennials in the organisations. The research question further seeks to find out if there is an appetite from leaders to appreciate the differences in behaviour from all the generations. Lastly, the research question aims to check the leadership state of readiness to embracing generational differences while leading for maximum benefits across all generations. The interview questions for this research question are listed in Table 5.10.

Table 5.10: Interview questions for research question 3

RESEARCH QUESTION	Interview Questions - Leadership	Interview Questions - Millennials
Research question 3 How do leaders in the software industry currently lead millennials?	7. How do you get the best performance out of millennials? 8. What aspects of your leadership style do millennials challenge?	3. How would you describe the leadership style of your manager? 4. What are the characteristics of your leader? Good and bad?

The categories that emerged from the interviews are: optimal leadership styles, leadership challenges, leadership styles and leader characteristics. The themes created from constructs are used to present the results and the focus is on the themes that are highly ranked in frequency and recurring. The results are presented using tables with categories as linking to interview questions. The tables below shows all the constructs created per category with the frequency and ranking.

Table 5.11: Optimal leadership styles

Ranking	Construct	Themes	Frequency	Leaders
1	Leaders are flexible and open for changes	Flexibility	10	10
2	Allowing millennials to be creative	Allowing creativity	7	7
3	Giving them freedom	Allowing creativity	6	6
4	Harnessing the individual skills of millennials	Individualize	4	4
5	Leaders providing a flexible environment for millennials	Flexibility	4	4
6	Leaders providing environment accommodative to millennials	Flexibility	3	3
7	Leverage on millennials by getting a dedicated governance role	Governance	3	3
8	Leaders need to change from older ways of working	Flexibility	2	2
9	Leaders giving millennials the flexibility to do things	Flexibility	2	2
10	Leverage by team structure	Structured	2	2
11	Leverage millennials skills on their personality	Individualize	2	2
12	Leverage on open door policy to lead millennials	Open door policies	2	2
13	Providing reasons for disagreements	Safe space	2	2
14	Spent some time with millennials	Showing interest	2	2
15	Team work leadership style	Team work	2	2
16	Leaders should adopt a more colleagues approach of doing things	Showing interest	1	1
17	Leaders should be part of millennials and show interests	Showing interest	1	1
18	Leaders should be trustworthy	Trustworthy	1	1
19	Leaders should focus on the functional aspect of millennials	Positive	1	1

20	Leaders should not be autocratic in their leadership style	Democratic	1	1
21	Leverage by building trust and relationship	Building trust	1	1
22	Leverage by providing reason for doing something	Purpose	1	1
23	Leveraging the skill by introducing completions	Competition	1	1
24	Treat millennials like other generations	Equal treatment	1	1
25	Value based leadership style	Value based	1	1

This question was more focused on the leaders' respondents to find out if the leader is of the view that millennials do things differently. It also checks whether the leadership styles that the leaders possess are optimal to the way millennials do things to get the best performance out of millennials. These questions attracted a lot of open responds and as a results 25 constructs were created. The themes show reasons of leadership style in response to millennials' behaviours or leveraging on the behaviours and skill of millennials to get them to work to leaders' satisfaction.

The mostly cited themes of leadership styles or response were flexibility, allowing creativity, individualise, governance and structure. What came out often from the responses was that the leadership style that leaders apply in response to millennials' behaviours and flexibility is the bigger part of the leadership style. 71% (10 out of 14) of leaders responded that leaders are flexible and open for change. This theme is highly ranked and has been recurring under several constructs. One responded put it explicitly that:

Leader_B: *"We are challenged as leaders as we come from different generations. We should be open for change, take what millennials bring on the table and not be autocratic in our management style".*

Another respondent in support of the need to change the leadership style argued that:

Leader_F: *"We need to be more open minded. We are still antiquated; we cannot move as quickly as them".*

Other themes that were evidently of favour from the leaders' responses were allowing creativity and individualise. This was a further demonstration from the responses that leaders allow millennials to be creative and harness the individual skill or personality for optimal performance. One responded on the creativity creation as follows:

Leader_M: *"Creating an environment where creativity is stimulated while also creating an environment where day to day tasks are taken care of. Leaders have the vision and offer the support and guide the millennials".*

The themes regarding governance and structure show that some leaders still believe in

leveraging the company’s processes and structures to manage the millennials. This is evident from some respondents with the following quotes:

Leader_L: *“They need to comply with regulation. We can create a process that does not interfere with their space of creativity. Leaders maybe need to find the way to bring in governance by maybe having someone dedicated to always bring in or take care of the governance”.*

In summary, the finding on optimal leadership style shows that there is a variety of styles that leaders applied to get the maximum output of the millennials. The most prevalent is that leaders are flexible in their leadership style, they allow millennials to create, they harness the individual skill or personality of millennials while leveraging on governance and structure.

Table 5.12: Challenges to leadership style

Ranking	Construct	Themes	Frequency	Leaders
1	Leaders not challenged by the way millennials do things	No challenges	9	9
2	Leaders are challenged by the way millennials do things	Challenges	5	5
3	Millennials treat leaders like equals	Relationship	3	3
4	Building relationship with millennials takes time	Relationship	1	1
5	Managing millennials roles	Roles management	1	1
6	Millennials help rigid leaders move faster	Receptiveness	1	1
7	Millennials are disruptive and good for progress	Receptiveness	1	1
8	Roles separation	Roles management	1	1

This question focused on the leaders’ respondents to find out the leaders’ preparedness or readiness to lead millennials. This is done by checking if the millennials’ behaviours pose challenges to leadership style and then allowing the respondents to reason or justify as they wish. 64% (9 out of 14) respondents answered that their leadership style is not challenged by the millennials’ behaviour, while 35% (5 out of the 14) answered that they were challenged. These are the themes created for the high ranking constructs. Other themes reflected the reasons for not being challenged which included: building relationship with millennials, roles management and receptiveness. Amongst the reasons for not being challenged were:

Leader_G: *“I do not think so, I am more accommodative to them. They are disruptive but disruption is good for progress as we are crossing the comfort zone. That is important for innovation, so leaders need to be receptive to them”.*

Leader_K: *“No. It used to pose challenges when the old guys would not tolerate them but with the help of structure and I as a leader being the bridge, make sure I draw the*

boundaries”.

The reasons or explanation for being challenged were:

Leader_B: *“We are challenged as leaders as we come from different generations. We should be open for change, take what millennials bring on the table and not be autocratic in our management style”.*

Leader_F: *“Yes. Because they challenge you in every way. Everything gets challenged. I have been told straight that I do not know what I am talking about”.*

From the above, the finding on leadership challenges shows that 64% of leaders argue that their leadership style is not challenged by the millennials’ behaviour while 35% seemed to be challenged. The reason leaders are not challenged were posed as because they build relationship with millennials and do roles management of millennials.

Table 5.13: Leadership style as experienced by millennials

Ranking	Construct	Themes	Frequency	Millennials
1	Diplomatic leadership style	Diplomatic	4	4
2	Open door policy leader	Participative	4	4
3	Output based leadership style	Output based	4	4
4	Very structured leadership style	Autocratic	3	3
5	Leader's way style	Autocratic	1	1
6	Leadership style individualise team treatment	Situational	1	1

This question seeks to find out millennials’ views about their leaders. This is the key leadership styles currently used in the industry. The aim of this question seeks was to particularly get what millennials think of their leaders’ style of leadership. 5 themes were created from the responses of the leadership style that millennials think are their leader’s styles. The first three high ranked mentioned leadership styles are diplomatic, participative, and output based. One respondent explained the diplomatic leadership style as follows:

Millennial_I: *“I think he is too diplomatic; he agrees with whoever just to keep the peace. If he is sitting with you he will blend in with you and if he is sitting with me he will blend in with me and he does not strike the balance”.*

One responded explained the participative style as follows:

Millennial_F: *“Minimal micromanagement as possible, a lot of support and open door policy that respects my view of things and someone who is a strategic thinker and open minded”.*

The autocratic categories show that some millennials are experiencing the very structured leadership styles from their leaders. Below are some of the quotes explaining the autocratic leadership styles:

Millennial_B: *“Very structured, very strong handed, flexible at times and straight forward but moody at times. It is more about delivery than any other aspects of the work”.*

Millennial_H: *“I would say very bureaucratic. I feel that it is their way or the high way. You have to do things their way or you would not get along”.*

To summarise: The finding on the leadership style being used in the industry as experienced by the millennials shows a variety of styles that leaders use. These are diplomatic, participative, output based, autocratic and situational. Diplomatic, participative, output based leadership styles are the highly ranked mentioned.

Table 5.14: Leaders’ characteristics

Ranking	Construct	Themes	Frequency	Millennials
1	No bad characteristics of the leader	No bad characteristics	8	8
2	Allowing people freedom to deliver	Freedom	6	6
3	Listening to millennials	Listening	5	5
4	Leader moody at times	Moody	2	2
5	Leader not reliable	Reliability	2	2
6	Leader protect the team	Protection	2	2
7	Leader always willing to help team	Helping	1	1
8	Leader dictate to the team	Dictatorship	1	1
9	Leader does not support or mentor staff much	Support	1	1
10	Leader too flexible and compromises a lot	Too flexible	1	1
11	Leaders undermining millennials in the industry	Undermining	1	1
12	Very technical leadership	Technical	1	1

In a further pursuit of finding millennials’ views of their leaders, the millennials respondents were requested to list the characteristics (good or bad) of their leaders. 12 themes were created and most of the constructs mentioned characteristics that they would rather prefer their leaders’ changes. However, the overall the top three were positive categories such as that 66% of the millennials responded that there are no bad characteristics of the leader, 50% preferred their leaders to provide them with freedom to deliver and 42% preferred a leader who listens to them. One of the quotes explaining a leader who give people freedom to do their job is as follows:

Millennial_C: *“He gives you a room to do your own work, which is always something that stimulates employees to be creative and innovative. He is also open in a sense that when you are facing obstacle he is willing to assist”.*

Negative characteristics comprise of being moody and unreliable. Below is a quote of one respondent who described a leader that is unreliable but a good motivator as well. The responded said:

Millennial_L: *“The good ones are the fact that he is a motivator and he talks like he has been through this road or journey and the fact that he wants to see you improve. The bad ones are the fact that he is not reliable, so you cannot count on him”.*

In summary: The finding on leaders’ characteristics shows that 66% of the millennials mentioned the positive characteristics most than bad characteristics of the leader. 50% mentioned their leaders gave them freedom to deliver and 42% mentioned the leader who listens to them. The negative characteristics which were mentioned referred to leaders who are moody and unreliable.

5.3.4 Results for research question 4

Research question 4: How would millennials in the software industry prefer to be led?

Research question 4 is aimed at further exploring the work that has been done with regard to the expectations from the millennials’ side in terms of the leadership styles. The research question seeks to establish the preferred leadership styles for millennials. The interview questions for this research question were developed to obtain information in the open interview. The questions gave respondents a chance to have an open conversation about everything they deemed fit in terms of their preferred leadership styles or how would they prefer to be led, as listed in Table 5.15.

Table 5.15: Interview questions for research question 4

RESEARCH QUESTION	Interview Questions - Leadership	Interview Questions - Millennials
Research question 4 How would millennials in the software industry prefer to be led?	9. What is your preferred leadership style? 10. Do you think your team like your leadership style?	5. What is your preferred leadership style? 6. If you had to change something in your leadership style of your manager, what will it be?

The categories that emerged from the interviews are preferred leadership style, leaders’ view of leadership style and millennials’ expectations. The themes created from constructs are used to present the results and the focus is on the themes that are highly ranked in frequency and recurring. The results are presented using tables with categories as linking to interview questions. The tables show all the constructs created per category with the frequency and ranking.

Table 5.16: Preferred leadership style

Ranking	Construct	Themes	Frequency	Leaders	Millennials
1	Flexible leadership style	Flexible	9	0	9
2	Not micromanaging leader	Democratic	6	3	3
3	Coaching leadership style	Coaching	5	3	2
4	Participative leader	Participative	5	4	1
5	Consultative and engaging leadership style	Participative	4	2	2
6	Democratic leadership style	Democratic	4	2	2
7	Leading by example style	Coaching	4	2	2
8	Allowing millennials to take initiatives	Democratic	3	3	0
9	Servant leadership style	Servant	3	2	1
10	Lazier-fair leadership style	Lazier-fair	2	0	2
11	Leader that help you as much as you need help	Participative	1	1	0
12	Millennials need leaders to go side by side with them	Flexible	1	1	0
13	Responsible and participative leader	Participative	1	1	0

The research question focussed on both the leaders and millennials to understand what both sides of respondents thought of their preferred leadership style. The responses resulted in the emergent of 7 themes of leadership style as preferred by both leaders and millennials. The highly ranked styles are flexible, democratic, coaching, participative and servant. What was interesting from the results was the difference in the number of leaders' preferred style versus the millennials' preferred style. 0 leaders seemed to have preferred the flexible leadership style as compared to 9 millennials. One responded justified the choice of a flexible lifestyle as follows:

Millennial_K: *"I would like total openness and to be given the chance to fully express myself without fear of judgement. I also would like to be given a chance to try new things even though they may be out of the norm and trust between the two of us that is very important in terms of leadership trust both ways"*.

There are some themes where there was a balance between leaders and millennials respondent in term of the preferred style such as democratic, coaching and participative. Some quotations from both respondents on not micromanaging leadership style follows:

Leader_B: *"Not micromanaging, allow people to take responsibility and accountability. Only step in as a manager when things are not done"*.

Millennial_B: *"I do not need to be micromanaged. I need to be given space to do my work and if I have questions I will ask for help. I need someone to manage themselves, someone who is strong headed, flexible and transparent; so we can push one vision"*.

In summary, the finding on the preferred leadership styles by both leaders and millennials is that

there are few styles preferred by both populations. The most preferred styles are flexible, democratic, coaching, participative and servant. There seemed to be an interesting view regarding the flexibility leadership style where most millennials showed preference but none of the leaders showed the same preference.

Table 5.17: Leaders view of own leadership style

Ranking	Construct	Themes	Frequency	Leaders
1	Team like the style of leader	Liked	11	11
2	Collaborative lead style	Collaborative	3	3
3	Getting along with the team	Relationship	2	2
4	Not sure if the millennials team like his style	Unsure	2	2
5	Ensuring that millennial deliver	Ensuring delivery	1	1
7	Team may not like the leadership style	Not liked	1	1

This question focuses on the leaders and seeks to obtain the leaders' perspective of what a leadership style would be receptive to the millennials. To achieve the expected results, the respondents were asked if they think their team like their leadership style or not. The results from the respondents shows that 11 out of 14 think that their team like their leadership style, 2 out of the 14 was not sure if the team liked their leadership style and 1 out of the 14 think the team may not like the leadership style. The themes that emerged from the respondents who think that their team liked their leadership style are: the use of collaborative leadership style and the building of relationship with the team. Some respondents commented as below:

Leader_N: *"I think they do as I prefer to include them in most of decisions that I have to make as a leader. I also involve them to understand the vision of the team and get feedback from them by giving them the opportunity to provide input".*

Leader_B: *"I think they do. Generally, my relationship with them is positive and we respond well with each other".*

It is interesting to note that the respondents who are not sure if their millennials team like their leadership style emphasise their mandate as to ensure that millennials deliver instead of worrying about being liked.

One respondent commented as follows:

Leader_I: *"You not going to get 100% likes from team as in leadership. You have to be very strong in ensuring that everyone knows what you want to achieve. So, sometimes ensuring this may come as micromanaging, but you have to ensure that everyone is pulling towards one goal".*

To summarise: The finding of this question is that most leaders believe that millennials like their

leadership style because their style is more aligned to millennials. They justified this fact by highlighting that they are using collaborative lead style and they are building relationship with the team.

Table 5.18: Millennials' expectations

Ranking	Construct	Themes	Frequency	Millennials
1	Leader changes behaviour when there is pressure	Stability	5	5
2	Leader needs to be involved in supporting processes or structures	Support	3	3
3	Leaders need to be inclusive	Inclusiveness	3	3
4	Leader also needs to bring the fun in the workplace	Flexibility	2	2
5	Leaders are somehow open	Openness	2	2
6	Leader needs to allow people to fail so they learn	Freedom	2	2
7	Leader needs to do much to motivate staff	Motivation	1	1
8	Leader is not really open (Low on openness)	Openness	1	1
9	Condescending leadership style	Condescending	1	1
10	Lack of trust in leadership	Trust	1	1
11	Leader failing to prioritise	Prioritization	1	1
12	Leader has favouritism to other members	Favouritism	1	1
13	Leader must manage his or her stress level better	Stress management	1	1
14	Leader needs to learn to speak better to employees	Communication	1	1
15	Leader that is over promising	Over promising	1	1
16	Leader needs to be more engaged with team	Engagement	1	1

This question related to millennials with the aim of determining their expectations from their leaders. The millennials were asked if they can change something from their leaders' style of leadership, and what will it be. The themes emerged as directly linked to the question are more on the things that leaders would rather change in their styles. The highly ranked mentioned themes are stability, support, inclusiveness, flexibility, and openness.

The respondents were more concerned about stability in the leaders' style. This is because they experience the leader who changes behaviours when under pressure. They also emphasised the need for leaders' support, especially in the process and structures of the industry. The respondents also showed to be in favour of open and inclusive leaders. The flexibility theme also applies as in Table 5.16. It applies this time by the construct of leaders to bring the fun in the work environment. Respondents had this to say on expecting the leaders bring the fun in the work environment:

Millennial_J: *"We mostly have the motivation we need but he can bring in the fun in to*

the office while work is still being done”.

Millennial_L: *“... in some companies there are areas where you can chill and get your mind off your problems for example, social monthly team building”.*

From the above, the finding of this question is that millennials expect lot of changes to the leadership styles of their leaders. The most mentioned categories being are stability, support, inclusiveness, flexibility, and openness.

5.4 Conclusion

This chapter presented the results from the semi-structured interviews conducted with 26 participants where 14 interviews were with the leaders of the software industries and 12 interviews were with the millennials of the software industries. Several themes that emerged from the analysis of the interview data collected are supported by the existing literature. Chapter 6 will provide a detailed discussion of the research findings.

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

The study purpose was to investigate leadership style that is most appropriate to manage millennials in the software industry. The research aim was to explore the leaders' perceptions of millennials beliefs, values, motivations and to understand the leadership styles that is optimal for leading to retain them for the organisations benefits.

The first chapter of this study introduced the research purpose and then the literature relevant to the research, as deemed so by the researcher, was presented in chapter 2. This led to the research questions developed in chapter 3 for the research. In accordance with the methodology in chapter 4, data was collected and presented in chapter 5. This chapter discusses the results that were presented in chapter 5.

It should be noted that the interviews questions were mapped to the research questions to ensure that consistency is maintained between the research objectives, reviewed literature, research methodology and data collection. The results are interpreted and discussed in line with the research questions as introduced in chapter 3 and in reference to the literature review. This chapter present the research question, the research findings and how the findings relate to the literature. This exercise is in pursuit of having a complete view of the study in terms of millennials' behaviours, motivation and the leadership style used and the preferred leadership style in the software industries.

6.2 Discussion of results for research question 1

Research question 1: What are the behaviours of millennials in the software industry?

The research question 1 aim was to understand who are the millennials in terms of their value, beliefs and behaviours and the underlying reasons behind those values, believes and behaviours. The interview questions as listed in Table 5.2 were developed to obtain information in the open interview.

The discussion of the findings was in accordance to the inductive analysis that was performed. This means that data was discussed according to the themes that emerged during coding while linking the categories to the interview questions. The categories created for the research question 1 were generational behaviours, positive behaviours, negative behaviours and ideal work environment.

The different generational behaviours

This category was created for the two interview questions that leaders' participants had to answer namely: whether they experience difference between generations within their teams and to get their view of the differences experienced, if any. The themes in Table 5.3 emerged from the responses to the two questions.

In line with the generational theory as defined by Knipe & Du Plessis (2005) there is evidence of differences in behaviour of people across generations. 86% of participants responded that they experience different behaviours between millennials and other generation in terms of behaviours (Knipe & Du Plessis, 2005). Further, and to answer the question of whether or not they experience different behaviours, the answer was yes.

In substantiating their answers, participants listed the behaviours they experienced as the following: older generations are more structured and methodological while millennials are more entrepreneurial. Second, millennials are more risk taking and older generation are more risk averse. This finding is supported by literature which narrate that the differences in work-related attitudes and behaviours were due to generational differences and the age effects (Mannheim, 1952; Eyerman and Turner 1998).

14% of respondents who believed that there were no differences between generations argued that the difference is not really generation based. This finding is also supported by authors who argued that these differences in behaviours were not due to generational differences but rather caused by psychosocial and biological ageing (Rhodes, 1983; Polach, 2007).

There is one argument stating that the difference in generational cohorts may be exposure to information and digital lifestyle between South Africa ("SA") and Europe. Therefore, the argument is not in line with the literature but could bring some context in the South African environment as compared to the other environment.

The positive behaviours of the millennials

The leaders' respondents were given an opportunity to voice their views of what they think are the positive behaviours of millennials or rather what the respondents liked about how millennials do things. The interview questions that were asked to create this category were 'what are the behaviours that millennials pose that are positive in the company?' This category appeared to have been a favourite from the respondents. As a result, 26 constructs were created from the responses to the questions, as listed in Table 5.4.

The literature has demonstrated a lot of positive behaviours which millennials possesses. The top 5 themes with high frequency of mentions, which are discussed ahead, were innovation/creativity, energy/pace, critical/challenging, responsible/accountable and

independent. An unsurprising majority of the respondents believed that millennials are full of positive good ideas and the finding is in line with the literature which highlighted, part of the millennials characteristics, the full of ideas and inclusive (Raines, 2002).

Millennials are also considered to be energetic and this is also supported by literature defining them very energetic and confident cohorts and postulate that they enter the workplace in esteem and self-actualisation level when looking at the different levels of Maslow's that the generations enters the workplace (Espinoza, 2011).

The literature supported a view that millennials always challenge the status quo. They always reject the "we-have-always-done-it-this-way approach" approach and will, without doubt, question authority or rather the effectiveness of the leadership method (Sheahan, 2005). An interesting finding that is recurring was that of innovation/creativity which seemed to highlight the view that leaders saw millennials as innovative but this was not really supported by the literature and served the new insight of this theme.

The negative behaviours of the millennials

Just like the positive behaviours, this category provided leaders' respondents with the opportunity to voice their views of what they think were the negative behaviours of millennials or rather what the respondents disliked about how millennials do things. The interview questions that were asked to create this category were 'what are behaviours that millennials poses that are not so positive in the company?'

Although not comparable to the positive behaviours category, this category also has a number of themes created. Respondents seemed to have taken the opportunity to voice their frustrations on the negative behaviours, thereby creating 23 constructs, as listed in Table 5.5. This is also an indication that while there are a lot of positive behaviours, there are also few negative behaviours which millennials possesses and this is in line with the literature. The top 5 themes with high frequency of mentions, which are discussed ahead, were limited focus/attention span, non-compliant to rules/processes, ignorant, emotional and attitude.

The majority of respondents seemed to share a strong belief that millennials like short terms tasks. This is because, according to the respondents, they have short attention span or rather get bored too quickly and that they like changing jobs as they cannot keep one job for long time. This is an unsurprising finding and it is in line with the literature which posited that millennials are job hopping generations. If they do not like the job they are in, they move on or switch jobs until they find what suits them. They also believe that they have more options switching jobs (Kilber, Barclay and Ohmer, 2014; Safer, 2007).

Other findings which are also supported by the literature are that millennials do not follow processes and cannot keep or conform to company's time. Literature supported this finding and posited that millennials are perceived to be troublesome. This is because they enter the workplace with own unique beliefs and expectations and not conform to the current organisational status quo (Thompson & Gregory, 2012; Sheahan, 2005).

The ideal working environment

This category was created to cater for responses on the interview question: 'if you had to choose how to work, what would be the ideal work environment?' This question was aimed at understanding the millennials preferred work environment. The themes that were created as a result of the responses were 6 as listed in Table 5.6. The high occurring themes were flexible hours, relaxed environment, working from home and innovative.

These findings were unsurprising because they are in line with the literature position which posited that millennials prefer working from anywhere instead of being office bound, working in a flexible environment, working in collaborative and team oriented environment (Zabel, Biermeier-Hanson, Baltes, Early & Shepard, 2016). However, one argument which contradicted the literature posited that the office was ideal work environment instead of working from home. This is because in the office with a team at the same place makes the engagement easier.

6.3 Summary of findings for research question 1

The summary of the results for the research question on behaviours of millennials in the software industry was presented in themes of millennials behaving differently when compared to other generations. Effectively, millennials possess a lot of positive and negative behaviours. In line with the millennials' behaviours, the finding also showed the millennials preferred work environment. These findings summed up the behaviours and differences of millennials and are in line with the literature reviewed based on the millennials' values and beliefs and the underlying reasons behind those values.

6.4 Discussion of results for research question 2

Research question 2: What motivates millennials in the software industry?

Research question 2 aimed at seeking first, to understand the millennials and leaders' perspectives on millennials' motivation. Second, to find out if leaders understand the millennials' motivation factors and how leaders are currently attending to them. The interview questions for this research question as listed in Table 5.7 were designed to obtain information in the open

interview, giving responded a changes to talk about everything the deemed fit in terms of motivation factors.

The discussion of the findings was in accordance to the inductive analysis that was performed. This means that data was discussed according to the themes that emerged during coding while linking the categories to the interview questions. The categories created for the research question 2 are motivators and rewards and are discussed below.

The millennials' motivators

This category was created to cater for the response to the interview questions regarding what motivated millennials. It focussed on both the leaders and the millennials' populations to obtain their perspective for comparison purposes. These questions have attracted a lot of responses regarding what motivated millennials from both perspectives. This was evident from the 31 themes created from both the leaders and millennials, as listed in Table 5.8.

The findings discovered the top 5 motivators of millennials as being money or financial incentives, clear expectations from their leaders, working for a purpose, an environment where they are not micromanaged, a learning environment and where they work in teams. These motivators are in line with the literature while also introducing an insight which does seem to contradict the literature.

Financial motivation to millennials

There are interesting statistics when comparing how many leaders think millennials are motivated by financial rewards as compared to what how many millennials really believes that money motivate them. 78 % (11 out of 14) leaders think that millennials are motivated by money while only about 66% (8 out of 12) millennials mentioned money as motivation. Out of the 66% of the millennials who responded that money motivated them, 50% of them also mentioned other motivators besides money.

The above finding is in line with literature which found that millennials are motivated by both internal and external factors and, as students, they preferred a salary over job security (Srivastava and Banerjee, 2016; Neeta and Neelam, 2016). The finding also in contradiction with other literatures which found that there are other factors that motivated millennials other than money (Neeta and Neelam, 2016).

Clear expectation motivation to millennials

About 92% of leaders believed that millennials are motivated by clear expectations in their work or what they supposed to achieve. 8% of millennials respondents considered the clear expectations as a motivation. The literature has explored the level that millennials enter the work place as the esteem and self-actualisation which means that these cohorts are motivated by

achieving one's full potential; including creative activities (Espinoza, 2011; Robbins & Judge, 2015). The finding on clear expectations as motivation is the new insights as it is not directly linked to literature.

Millennials not being micromanaged as a motivator

Both leaders and millennials shared this response as reason for motivation. 43% of leaders believed that the millennials get motivated when they are not micromanaged and only 25% of millennials shared the same views. This is an unsurprising finding which is in line with literature. Millennials preferred to be given space to work, flexible leadership and not being micromanaged (Srivastava and Banerjee, 2016).

What is interesting from this finding is that while millennials required flexibility and not being micromanaged, they also wanted to work in collaboration or working closely with their managers. This somehow poses a contradiction in terms of what really motivated them in this regard (Neeta and Neelam, 2016; Srivastava and Banerjee, 2016).

Learning environment as a motivator

35% of leaders were of the view that millennials were motivated by the learning environment while 33% of millennials seem to share the same view. 43% of leaders shared the view that millennials liked working in teams while only 16% of millennials shared the same views. This finding is in line with the literature which posited that millennials were motivated by, amongst other things, the environment where there was no limit to knowledge and valuing team work (Srivastava and Banerjee, 2016). The gap between what leaders think of the motivation versus what millennials think is worth noting in the finding as this showed the misalignment between the two.

The rewards for the millennials

This category was also created as part of the motivation questions to cater for the interview question regarding the rewards that are important to leaders' team. The aim of the question was to further explore motivation factors by finding out if the leader was aware of the preferred rewards from his or her millennials staff. The themes that are highly mentioned were that millennials were motivated by monetary rewards, time flexibility rewards, intrinsic rewards, trust in the workers' abilities and attachment to work contribution, as listed in Table 5.9.

Just like motivation, monetary or financial rewards seemed to be dominating the responses with 78% of leaders mentioning money as motivation rewards. The finding is linked to motivation of

millennials in terms of their safety and security needs because most mentions are that they need the money to survive to be salary secured (Robbins & Judge, 2015).

Time flexibility was also one of the most mentioned response from leaders regarding the important rewards for their team. 60% of the leaders strongly believe that time flexibility was an important aspect of millennials which qualified it to be the rewards that could be given to millennials. The flexibility that was mentioned included working from home, balancing their work-life and allowing them the time during work to take care of their personal things.

The above is in line with literature in that millennials were motivated by creativity and flexibility (Srivastava and Banerjee, 2016). It is however, worth noting and interesting that leaders were the ones who mentioned the working from home flexibility than millennials themselves.

One other finding on the rewards was that millennials were more interested in intrinsic rewards mentioned by 50% of the leaders' respondents. The rewards mentioned refer to learning, growing, small recognitions gifts that are non-monetary. This finding was unsurprising and links to the literature which posited that millennials were motivated by both internal and external factors (Srivastava and Banerjee, 2016). These increased the employees' job satisfaction (Robbins & Judge, 2015).

6.5 Summary of findings for research question 2

The summary of the results for the research question on motivations of millennials in the software industry is presented in themes on what motivated millennials and the important rewards for millennials. Millennials are motivated by a lot of things in the workplace but monetary motivation has been the popular finding and seemed to be in line with some literature while contradicting some literature.

Apart from the financial part, millennials were motivated by, amongst other things, clear expectations from their leaders, an environment where they are not micromanaged, a learning environment and where they work in teams. As part of these motivations, leaders' beliefs meaningful work for millennials included working for a reason or purpose, a leader enabling creativity of millennials, short term or period work, doing new things and work that contribute to bigger picture.

In regard to rewards motivation, millennials were motivated by monetary rewards, time flexibility rewards, intrinsic rewards, trust in the workers' abilities and attachment to work contribution. These findings were in line with the literature. Some rewards motivators contradict the literature while also introducing an insight into the study.

The findings are summed up to the motivations and rewards of millennials and were in line with the literature reviewed on the millennials motivations and the factors of motivation of the millennials cohorts and what the driver for their motivations were.

6.6 Discussion of results for research question 3

Research question 3: How are leaders in the software industry currently leading millennials?

Research question 3 was aimed at understanding the current leadership style in software industry organisations. The aim was to look at the micro level of leadership style to determine how much of the leadership styles contribute to the motivation and retention of millennials in the organisations. It is also aimed at finding out if there is an appetite from leaders to appreciating the differences in behaviour from all the generations and leaders. Further, to check the state of readiness in embracing the generational differences while leading for maximum benefits across all generations. The interview questions for this research question as listed in Table 5.10 were designed to obtain information in the open interview. In this way, it gave respondents chances to freely express themselves in their responses.

The discussion of the findings was in accordance to the inductive analysis that was performed. This means that data was discussed according to the themes that emerged during coding while linking the categories to the interview questions. The categories created for the research question 3 are optimal leadership styles, leadership challenges, leadership styles and leader characteristics.

The optimal leadership styles

This category was created to cater for responses that emerged in the interview questions regarding the leaders' style in response to millennials' behaviour. The question was how do leaders get the best performance out of millennials. This question triggered a lot of open responses and created 25 themes. This provided reasons of leadership style in response to millennials' behaviours or leveraging on the behaviours and skill of millennials to get them to work to leaders' satisfaction, as listed in Table 5.11.

The mostly mentioned reasons or responses were that leaders are flexible and open to changes, leaders allow millennials space to be creative, millennials are given freedom, leaders are harnessing the individual skills of millennials and leaders provide a flexible environment for millennials. An interesting finding is that 71% of leaders are in agreement that leaders should be flexible and open to changes. This will allow them to be able to lead and leverage on millennials skills and behaviours. However, in order to achieve that, leaders must be agile, be

able to adjust their leadership style, and to be open minded. This finding is unsurprising and links to the literature which posited that leaders need adapt their leadership style to the ability and willingness of their followers (Wright, 2017).

50% of leaders argue that millennials need to be allowed space to be creative. They must not be restricted but encouraged to be creative while providing them freedom and a flexible environment for them to do their work. This finding also speak to the flexibility and adaptability of the leadership style. The overall finding coming out from the responses is that flexibility need to be part of the leadership style.

This is an unsurprising finding because the literature has argued to a great length that no one leadership style is ideal. The situation and the environment should determine the optimal leadership style. Therefore, the need for leaders to be flexible and adaptive when dealing with subordinates (millennials) and to determine the level maturity before applying the appropriate leadership style (Stewart, Oliver, Cravens and Oishi, 2017; Barbuto, John, Gottfredson and Ryan, 2016).

The challenges to leadership styles

This category catered for the interview question regarding challenges that the millennials' behaviours might have posed to the leadership style of leaders. The aim of the question was to determine the leader's preparedness or readiness to lead millennials by checking if the millennials' behaviours poses challenges to leadership style and then allowing the respondents to reason or justify as they wished. From the responses, it surfaced that 64% of the leaders are not challenged by the millennials' behaviours or the way millennials do things. 36% is challenged by the way millennials do things, as listed in Table 5.12.

Some of the reasons cited by the leaders who are not challenged are that their leadership style allowed them to work well with millennials because they embrace the millennials' differences and individualism while leveraging on the skills of these cohorts. This finding seemed to have suggested that leaders are not having problem to manage millennials and that the leadership style being used in industries is in line with the theories of leadership.

These theories have evolved to be more aligned to leadership in practice because the focus has now changed from the historical theories to the form of leadership that is not reserved for those who hold formal positional power (Raelin, 2018). It is an interesting finding since literature also stated that a high turnover of millennials in industry and organisations are facing problem of retaining and managing millennials (Frankel, 2016).

The leadership style

The leadership style category was created to cater for the responses to the interview question where millennials were asked to describe the leadership style of their leaders. The aim of this question was, as part of finding out millennials views of their leaders, to allow millennials to express what they thought of the leadership styles of their leaders. The response to the questions created 6 leadership style as experienced by the millennials: diplomatic, participative, output based, autocratic and situational.

These findings on leadership styles that the millennials experience from their leaders are mostly in line with the literature, while others seemed to provide new insights into the study. The diplomatic leadership style as explained in the finding is more like the laissez-faire leaders who leaves the followers to be the ones making decisions to achieve targeted goals (Lewin, Lippitt, & White, 1939). This is because the leaders seemed to let the team make all the decisions to maintain peace and did not get involved. An interesting aspect about this leadership style is that the team does not know where the leader stands (neither here nor there).

The participative style is expressed as an open door policy leader. This finding is built on the characteristics of leaders who are always willing to listen, to help and guide with relevant information and always consult with team and seek other point of views before making decisions. This is linked to the participative and democratic leadership style which involves decisions made within teams and team members' inputs are considered.

In a nutshell, participative leadership style involves the members of a team, using the leader as a facilitator, in the entire process of identifying essential goals and coming up with ways or strategies to reach those goals (Iqbal, Anwar & Haider, 2015). The participative style is further linked to the theory of transformational and is based upon the leader-follower relationship that collectively engages others in a manner that raises stakeholders toward higher levels of motivation, accomplishment, and morality (Burns, 1978).

The output based leadership style as explained by the millennials seemed to be the new insight which highlighted the leaders who are results oriented and can sometimes ignore more of the peoples' aspect in favour of achieving the results. The very structured leadership style and leader's way style in the finding are aligned to the literature about autocratic style is which basically ignored inputs from the team and tell the team what to do (Iqbal, Anwar & Haider, 2015). The last interesting finding is that the leadership style that individualise team treatment, which is in line with the literature is the situational leadership style. This style provides that the leaders focus on individualised consideration and the differences amongst followers to identify different levels of attention, support or mentoring for their followers (Sözbilir and Yeşil, 2017).

The leaders' characteristics

This category was created to cater for the responses to the question where millennials had to share what they thought their leaders' characteristics are good and bad. The aim was to further determine millennials' views of their leaders. The responses showed that 66% of millennials mentioned that they do not have much on bad characteristics of their leaders. However, most of the themes listed under the positive construct showed reasons that seemed to be a contradiction, as listed in Table 5.14.

The finding links to the literature about the leaders' characteristics and behaviours in the industry and in conflicts with what the millennials expect from their leaders. Literature demonstrated that millennials preferred or associated more with "feminine" leadership and regarded it as more generous and communicative. This encouraged follower's participation, openness and motivation as opposed to "masculine" which they considered as hierarchical and aggressive.

Literature also demonstrated the preference of a servant leadership as it focused on the development of people and prioritising the needs of others over leaders or companies and the need for adaptability of leaders which is critical to effectively handle the variety of situations may arise (Gerzema and D'Antonio, 2017; Barbuto, John, Gottfredson and Ryan, 2016; Wright, 2017).

6.7 Summary of findings for research question 3

The summary of the results for the research question on how are leaders in the software industry currently leading millennials was presented in themes: optimal leadership styles, challenges to leadership styles, leadership style as experienced by millennials and leaders' characteristics. What came up on the optimal leadership style was that leaders were regarded as flexible, open for change, allowed millennials to be creative, gave them freedom, harnessed the millennials' skills and provided flexible environment.

When it comes to challenges to the leadership styles, the findings are mostly that that leaders were not challenged or had problem to manage millennials. This is because of the leadership style being used in industries and it is in line with the literature. When asked about the leadership styles of their leaders, millennials listed few styles which are mostly in line with the literature while others seemed to provide new insights into the study. There seemed to be not much of bad characteristics of leaders as mentioned by millennials but reasons provided seemed to be in contradiction of the findings. The findings are summed up to the leadership styles, characteristics and challenges.

6.8 Discussion of Results for research question 4

Research question 4: How would millennials in the software industry prefer to be led?

Research question 4 was aimed at understanding the millennials' views in terms of preferred leadership style while also getting the leaders' view in terms of their preferred leadership style in software industry organisations. Leaders were also asked what they thought about their leadership style and millennials were also given an opportunity to raise their expectations of the leadership styles. The interview questions for this research question as listed in Table 5.15 were designed to obtain information in the open interview, giving respondents chances to freely express themselves in their responses.

The discussion of the findings was in accordance to the inductive analysis that was performed. This meant that data was discussed according to the themes that emerged during coding while linking the categories to the interview questions. The categories created for the research question 4 were preferred leadership style, leaders' view of leadership style and millennials expectations.

The preferred leadership style

This category was created to cater for the responses to the interview questions regarding preferred leadership style on both the leaders and the millennials. This was to obtain their perspective for comparison purposes. The aim of the questions was to determine whether the leader was aware of his or her leadership style. It was also aimed to understand what leadership style that millennials preferred and comparing the gap between the two.

These questions attracted a lot of responses from both perspectives and this was evident from the emergent of 13 themes of leadership style as preferred by both leaders and millennials, as listed in Table 5.16. The highly ranked leadership styles were flexible, democratic, coaching, participative, consultative and servant. These findings are agreement and there are contradictions amongst the two groups of populations.

On the flexible leadership style, it was interesting to note the difference in the number of leaders' preferred style to the millennials' preferred style. 0% leaders preferred this style while 75% of millennials preferred this leadership style. This finding supported the literature regarding leadership style that is most appropriate for what millennials' values and their motivation are expressed. That is, where there is no limit to knowledge, where there is creativity, flexibility, and being provided space to work (Srivastava and Banerjee, 2016).

However, the finding on leaders seemed to be in contradiction with the literature which provided the reasons for flexibility in leaders when dealing with millennials. Wright (2017) encouraged leaders to be flexible and adaptive when dealing with subordinates and to determine the level

maturity before applying the appropriate leadership style. Shafique & Loo-See (2017) also emphasised the need for flexibility or adaptability of the leadership style to be deemed best fit for each situation (Shafique & Loo-See 2017).

What also emerged from the findings was the balance or agreement between the leaders and millennials respondents in terms of the preferred leadership styles amongst styles such as democratic, consultative and engaging and leading by example style. These findings were supported by the literature in terms of the leadership styles needed to lead millennials and leadership style prepared by millennials in the industry.

Literature demonstrated that millennials were more in favour of feminine approach to leadership. This is a simple leadership of more openness, encouraging participation, more inclusive, and more motivational. Millennials are also in favour of servant leadership which focuses on the development of people and prioritising the needs of others over leaders or companies. Millennials also preferred the democratic leadership style over autocratic style (Gerzema and D'Antonio, 2017; Barbuto, John, Gottfredson and Ryan, 2016; Iqbal, Anwar & Haider, 2015).

On participative leadership style, the results showed some interesting insights that seemed to cause contradiction in terms of what literature said in the finding. 28% of leaders believed that they applied or preferred the participative leadership style while only 8% of millennials opted for participative leadership style as preferred style. The literature stated that participative which is characterised by “we do” philosophy is one the preferred style to lead millennials (Iqbal, Anwar & Haider, 2015). The literature also demonstrated that millennials preferred a collaboration work environment where they also are working closely with their managers (Neeta and Neelam, 2016).

The leaders' view of own leadership style

This category was created to cater for the responses to the interview question asking leaders whether they thought that their team liked their leadership style. The aim of the question was to obtain leaders' perspective of what the leader thought of their leadership style reception by the millennials. It also gave the leaders an opportunity to express what they thought of their own leadership style. The results from respondents showed that 78% of leaders were of the view that their team liked their leadership style, while 14 % of the leaders were not sure if their team liked their leadership style. 7% of the leaders thought that their team might not like their leadership style, as listed in Table 5.18.

What was interesting in the findings was that the reasons provided from the responses, the leaders believed their team liked their style. They reasoned that their team liked their leadership style because it was collaborative. As a result, they got along with the team – which is a positive

relationship with the team. This is an unsurprising finding because it supported the literature regarding the millennials' preference of the environment and their preference of the leadership style.

Neeta and Neelam (2016) posited that millennials showed strong preference for friendly colleagues, fun work environment collaboration and working closely with their managers (Neeta and Neelam, 2016). This is in line with the transformational leadership that is based upon the leader-follower relationship that collectively engages others in a manner that raises stakeholders toward higher levels of motivation, accomplishment, and morality (Burns, 1978). This is also in line with the leader-member exchange leadership which refers a high-quality relationship that is characterised by liking, loyalty, dependable and professional respect between leaders and employees (Sharifirad, Hajhoseiny, 2018).

It was also interesting to note that 14% percent of the leaders who seemed not sure if the millennials liked their leadership style, emphasised their mandate as to ensure that millennials deliver instead of being liked. This finding reflected more alignment of the autocratic leaders who are authoritative and making decisions without involvement of others to achieve targeted goals (Lewin, Lippitt, & White, 1939).

The millennials' expectations

This category catered for the interview question whereby millennials were asked of what they would change if they had to change the behaviour or leadership style of their leaders. The aim of the questions were to determine the expectations that millennials have from their leaders. The themes emerged which were directly linked to the questions and were more on the things that leaders would rather change in their leadership styles. The highly mentioned themes were stability, support, inclusiveness, flexibility and openness, as listed in Table 5.18.

Some of the reasons advanced were that leaders needed to bring more fun and creativity instead of chasing deadlines. This finding was unsurprising and supported by the literature in terms of the millennials' preferences. Thompson & Gregory (2012) narrated to great length the millennials behaviours, expectations and not conforming to the current organizational status quo. Therefore in order for organisations to succeed, leaders need to really understand who millennials are, how their behaviours and expectations are different to other generations and what motivates them and to adopt leadership and management styles that complement the millennials' work styles (Thompson & Gregory, 2012).

Regarding the openness support and inclusiveness; the findings were somehow linked to the literature regarding the millennials' leaders. It should be noted that most of these leaders are the generation X with the leadership style that is very inclusive, hands on and advocating for

openness as best known by the 'get-it-done' leadership style (Knipe & Du Plessis, 2005). The findings also showed an alignment with the literature on millennials' views of their leaders which emphasises too much support expected from the leaders (Raines, 2002).

6.9 Summary of findings for research question 4

The summary of the results for the research question on how millennials in the software industry preferred to be led was presented in themes in the form of preferred leadership style, the leaders' view of leadership style and millennials' expectations. On the preferred leadership style, the finding showed some disagreements between millennials and leaders when it comes to leadership style such as flexible and participative. This is in support of the literature but also a contradiction to the literature in terms of leaders' responses.

However, there are agreements between leaders and millennials respondents on other preferred leadership styles such as not micromanaging, consultative and engaging, democratic and leading by example style. This is in line with the literature in terms of the leadership styles needed to lead millennials and the leadership style preferred by millennials in the industry. On the leaders' views of their own leadership style, the findings showed that leaders were mostly of the view that their team liked their leadership style. This is because their leadership style was collaborative and they got along with the team. This is a positive relationship with the team which was unsurprising finding because it supported the literature regarding the millennials' preference of their leaders.

The finding on the millennials' expectations was mostly based on the fact that leaders needed to bring more fun and creativity instead of chasing deadlines. This supported the literature in terms of the millennials' preferences. These findings were summed up to preferred leadership styles, leaders' view of leadership style and millennials expectations.

6.10 Conclusion

This chapter discussed the findings of the four research questions in relation to the literature reviewed. The findings confirmed that there is a generational difference in behaviours and identified some positive and negative behaviours of millennials. The key motivators of millennials were identified in line with the literature and the leadership styles in the software industry was identified in terms of the current leadership styles and the preferred styles. The findings were compared to the existing theory and literature. Chapter 7 will summarise the key findings, provide contributions and recommendations to the study and conclude the study with suggested future research.

CHAPTER 7: CONCLUSION & RECOMMENDATIONS

7.1 Introduction

The overall study purpose was to investigate leadership style that is most appropriate to manage millennials in the software industry. To understand the most appropriate leadership style it was necessary to understand millennials' needs and approach to work environment through understanding the generational differences and millennials' behaviours. It was also important to explore millennials' motivation and to study the leadership styles currently used in the software industry and to understand the leadership styles that is preferred by millennials.

Having alluded to the above aspects, the research was set out to uncover all these above objectives by answering the four research questions which mainly focussed on the generational differences, millennials' behaviours, motivation and the leadership style in used and the preferred leadership style in the software industries.

This chapter draws the conclusions to the findings that were presented and discussed in chapter 5 and 6 based on the research problem as identified in chapter 1. The conclusions on the key finding is then followed by the contribution to the study and recommendations to organisations and leaders. The chapter further concludes by highlighting the limitations for the study and recommendations for further research.

7.2 Principal findings

The findings of this study were arrived at through the process of analysis where themes were created through constructs that resulted from interviews. The themes that were considered significant were those that were dominant, recurring and highly emphasised during the interview and as identified by the analysis process. The principal findings of the research are in line with the overall four research questions which are presented and summarised below.

7.2.1 Findings on generational difference and behaviours

The research question 1 was to determine the needs and approach to work environment of millennials by looking at the generational differences and behaviours of millennials in the software industry. The aim of looking at the generational difference was to determine whether the behaviours are due to the generational differences.

The key finding showed that there was a strong evidence of generational differences in behaviours which is in line with the theory of generations This is strongly supported by the

literature in terms of differences in behaviour of people across generations and the fact that these differences in work-related attitudes and behaviours were due to age effects (Mannheim, 1952; Strauss & Howe, 1991; Polach, 2007). There was a dissenting view in the argument which argued that generational behaviour is not related to generational differences but stages of age.

This is a contradictory finding which was supported by the literature (Rhodes 1983). The writer postulated that the behaviour was not due to generational differences, but age effect was developmental in nature and caused by psychosocial and biological ageing (Rhodes, 1983). The findings also showed evidence of positive and negative behaviours as possessed by millennials for leaders to understand and leverage on. In line with their behaviours, millennials preferred flexibility and creativity in terms of time and environment.

7.2.2 Findings on millennial's motivations

The research question 2 was to explore millennial and leaders' perspectives on millennials' motivation and to determine whether leaders understand the millennials' motivation factors and how leaders are currently attending these motivations in the software industry.

The key findings on motivation are that millennials are mostly motivated by financial rewards, clear expectations, flexibility in terms of leadership and time, and intrinsic rewards. Although evidence showed that monetary motivation was the most popular motivation from both the leaders and millennials' perspectives, there was also strong evidence that millennials are actually motivated by both intrinsic and extrinsic factors.

The finding is in line with Maslow hierarchy of needs that showed that motivation of people occurs in all the five hierarchies (Robbins & Judge, 2015). The finding was supported by literature which found that millennials were motivated by both internal and external factors and, as students, they preferred a salary over job security (Srivastava and Banerjee, 2016; Neeta and Neelam, 2016).

Organisations and leaders need to fully understand these motivating factors for millennials in order to ensure that millennials are fully motivated in the workplace for retaining and getting full performance from them.

7.2.3 Findings on the current leadership styles

The research question 3 was to align to the objective of research; that is to study leadership styles currently in use in the software industry. This could be achieved by understanding how do leaders currently lead in the industry. The aim was to understand the leadership style used

in order to be able to determine how much of the leadership styles contribute to the motivation and retention of millennials in the organisations.

The findings on the leadership style used in the industry to get the best out of millennials shows that there is some evidence of the flexible leadership style and leaders who are open for changes but the findings also showed the domination of leaders who use structural and autocratic style and some leaders who are result oriented. What is key in the finding is that while the current leadership styles used in organisations seems to be acceptable to millennials, there is a need for more flexibility in the leadership styles.

Further finding is that because of the leadership approach adopted by the leaders which involved embracing the individual difference and adopting a more colleague approach to leadership, the leaders do not seem challenged by millennials behaviours. Other findings showed that the millennials have identified good characteristics of their leaders and do not have much to say about the bad characteristics.

Major finding of this study on current leadership styles were conclusive in showing evidence of some of the leadership style as identified by the literature as flexible leadership style, diplomatic leadership style, participative leader, output based leadership style, autocratic leadership style and situational leadership style. These are summarised below.

7.2.3.1 Behavioural leadership style

The findings showed some elements of behavioural leadership style. The participative style is one element and is expressed by an open door policy of the leader. The participative leadership style involves all members of a team in the entire process of identifying essential goals and coming up with ways or strategies to reach those goals, using the leader as a facilitator (Iqbal, Anwar & Haider, 2015). The very structured leadership style and leader's way style in the finding identified some elements of behavioural theory which is the autocratic style as defined by literature where the leaders basically ignore inputs from the team and tell the team what to do (Iqbal, Anwar & Haider, 2015).

The elements of behavioural leadership which this research uncovered as being used in the industries currently shows that while there is democratic style but there is still the dominance of structured and hierarchical leadership style. This poses challenges to the leadership style effectiveness vs the behaviours of millennials in the industry. So this leadership style lacks the flexibility to be the optimal style in leading millennials.

7.2.3.2 Situational leadership style

The finding on the leadership style individualise team treatment and was linked to some element of situational leadership. Situational leadership style provides that leaders focus on individualised consideration and the differences amongst followers to identify different levels of attention, support or mentoring for their followers (Sözbilir and Yeşil, 2017). Situational leadership has also been flagged as the leadership whereby flexibility is deemed to be the best fit for each situation (Shafique & Loo-See 2017). There is a strong evidence that flexibility leadership style was also linked situational leadership. This leadership style used in the industry is effective for leading millennials and this has been shown in the finding that millennials are in favour of the style and supported by the literature.

7.2.3.3 Transformational leadership style

Transformational leadership elements are identified in the findings as participative style. This style is built on the characteristics of leaders who are always willing to listen, willing to help and guide with relevant information. There is evidence in the finding of theory of transformational which is based upon the leader-follower relationship that collectively engages others in a manner that raises stakeholders toward higher levels of motivation, accomplishment, and morality (Burns, 1978).

This is leadership style is key to the effectiveness of leading millennials and like the situational leadership, this leadership style is favoured by the millennials because of the flexibility and the level of engagement that it afforded to the millennials.

7.2.3.4 Laissez-faire leadership

The finding also showed evidence of the laissez-faire. This is the leadership style where leaders leave the followers to be the ones making decisions to achieve targeted goals (Lewin, Lippitt, & White, 1939). This style is also dominant in the industry and it is not an effective style in leading millennials in the industry. Although there is some evidence in the finding that some millennials like the style because of the freedom that the style afford them, the leaders using this style basically leave everything to the millennials themselves which is not ideal given that literature shows that some elements of management is needed for these cohorts.

7.2.3.5 Result based leadership style

The finding on the result based leadership style as explained by the millennials has emerged from the output based leaders which showed leaders who are results oriented and can sometimes ignore more of the people's aspect in favour of achieving the results. The leadership style is in line with the literature demonstrating the leaders that are task-oriented and focussed on operating procedures and organisational structures (Derue, Nahrgang, Wellman & Humphrey, 2011). This leadership style is less effective in leading millennials in the industry because most millennials are not in favour of it as in the findings and the fact that it ignores the human aspect in organisations.

7.2.4 Finding on preferred leadership style

The research question 4 was to align to the research objective of understanding the preferred leadership styles for millennials by studying how millennials in the software industry would prefer to be led. This was achieved by giving leaders the chance to voice what they thought about their leadership style and millennials were also given an opportunity to raise their expectations of the leadership styles.

The findings on the preferred leadership styles are that flexible style, democratic style, coaching style, participative style, consultative and servant style are the most preferred styles by both leaders and millennials. With the flexible leadership style emerging as the most preferred by millennials more than leaders. The findings also showed that most leaders are of the view that their leadership style is perfect to the millennials as they think their style is very collaborative and is in line with millennials preferences. The finding on millennials expectations from their leaders showed that there is the need for stability, support, inclusiveness, flexibility, and openness from the leaders.

The findings of the study in preferred leadership styles were conclusive in the confirming the existence of some of the theories of leadership as identified by literature in leading millennials in the software industries. These are summarised below.

7.2.4.1 Flexible leadership style

The finding showed a strong evidence of the need for flexibility in leadership style. The flexible leadership style as defined by constructs in the finding is in line with the situational leadership as defined by Fiedler (1964) in the literature in chapter 2. This finding supports the literature regarding leadership style that is most appropriate for what millennials values and their

motivation which are expressed as, where there is no limit to knowledge, where there is creativity, flexibility, and being provided space to work (Srivastava and Banerjee, 2016). Further literature supported the finding is the encouragement of leaders to be flexible and adaptive when dealing with subordinates to look and to determine the level maturity before applying the appropriate leadership style (Wright, 2017; Shafique & Loo-See 2017). The finding emphasised the need for flexibility or adaptability of the leadership style as the best fit for each situation.

7.2.4.2 Democratic leadership style

The democratic leadership style finding has been identified through a combination of constructs such as not micromanaging leaders, democratic leaders and leaders that allow millennials to be creating and take initiatives. This finding is linked to some elements of behavioural leadership theory, elements like the democratic leader who is mostly characterised by welcoming inputs, suggestions and proposals from employees for effective decision making, and the laissez-faire leader who is mostly characterized as leaving the followers to be the ones making decisions (Lewin, Lippitt, & White, 1939). The democratic style is the preferred style but the element of the laissez-faire is not effective for leading millennials even though it is mostly selected by other as their favoured style.

7.2.4.3 Coaching leadership style

The coaching leadership style in the finding has identified strong elements of transformational leadership as defined in the literature. The transformational leadership is based on the leader-follower relationship and is characterised by leaders that have psychological mechanism in their mind to transform followers' values, concepts, perceptions, aspirations and expectations. These leaders develop the followers through mentoring, feedback and effective communication (Kasemaa, 2015). The characteristics of transformational theory of leadership as defined in chapter 2 has been identified in the finding of the coaching leadership style. This leadership style seems to be the key in leading effectively and applying the flexibility that is much needed in leading millennials in this industry.

7.2.4.4 Participative leadership styles

The finding on the participative style in this context is realized through the constructs such as consultative, engaging leadership style and leading by example style. This finding shows some other elements of transformational leadership theory and some elements of the situational theory.

The elements of transformational theory identified are in the characteristics of leaders who are always willing to listen, willing to help assist and guide with relevant information and always consult with team. It should be noted that the elements of situational theory identified in the participative leadership which is characterized by “we do” philosophy involving all members of a team in the entire process is one of the preferred style to lead millennials (Iqbal, Anwar & Haider, 2015). These leadership styles are effective and in leading millennials and they have demonstrated to apply the flexibility and adaptability that is strongly needed in this industry.

7.2.4.5 Servant leadership styles

The servant leadership style according to the finding from the results which directly supported the literature is favoured by millennials. The servant leadership is effective style that is focused on the development of people and prioritise the needs of others over leaders or companies (Barbuto, John, Gottfredson and Ryan, 2016).

7.3 Summary of the findings

The findings of the study confirmed the existence of generational differences in behaviours and highlighted the positive and negative behaviours of millennials in the software industries. Leaders are encouraged to understand the positive and negative behaviours for leveraging on those. It was also the study finding that millennials are motivated mostly by monetary and other intrinsic factors. The findings also showed that motivation drivers did vary among millennials in line with the theory of motivations. Leaders should therefore strive to understand the different motivational factors of the millennials employees.

On the leadership style appropriate for leading millennials, the study uncovered leadership styles as currently in used in the industry and the preferred leadership styles which are in line with leadership theories. It was the study’s finding that the situational leadership and transformational leadership are the more selected theories to be more appropriate for leading millennials. What was the key in the finding was the overall existence of flexibility style of leadership which was the key finding of the study. This was supported by literature and the fact that there is never one-size-fits-all approach to leadership and no one leadership style is best for leading millennials. So, leaders need to be flexible and their leadership style need to be adaptable to fit the situation, which is driven by the ability, willingness, behaviour and motivations of millennials themselves.

7.4 Implications for management and organisations

The finding from the research revealed that greater work has already been done in terms of leadership style appropriate for leading millennials. However, the research revealed a greater deal of insight in terms the generational differences which arguably is to an extent the reason behind the different behaviours of millennials. From the behaviours as identified from the findings, motivational factors have been identified for leaders to ensure they are in line with what really motivates millennials.

Leadership style used in the software industry has been explored as well as the leadership style that that is preferred in the industry for leaders and organisation to understand and apply in order to be able to successfully lead these cohorts. It is evident that the way organisations manages the employees is changing and organisations and leaders need to be able to handle the changes to stay competitive. The implication has been split between leaders and organisation

Organisations recommendations

- Organisations need to create enabling environment by having more agile and flexible procedures and policies that enable millennials' behaviours to be accommodated in the workplace.
- Leadership development is to be introduced as part organisations culture to help change the mind-set of leaders from consideration of leaders as those who hold position of power to looking at leadership as practice.

Leaders' recommendations

- Leaders need to understand the generational difference in behaviours as background to the millennials' behaviours and to leverage on all the positive and negative behaviours to get the maximum output out of the millennials.
- Leaders need to understand the factors of motivations for millennials and be able to identify which motivations are relevant for the particular situations in order to ensure that the millennials are kept motivated in the workplace.
- Leaders need a complete change of mind-set in the way millennials are led in the industry. Taking advantages of the theories such transformational and situational leadership elements as proven to be most effective in leading in the industry to ensure that leadership style is in line with the behaviours of millennials and their motivational drivers.
- Leadership need to be flexible and adapting in their leadership style to be able to change the style according the environment and followers, in this case the millennials. This will require leadership behaviour shift to be more aligned to the leadership behaviours that

attract people to organisations, which the study demonstrated that is through flexibility of leadership styles.

7.5 Limitations of the study

Methodological limitations of the research were highlighted in chapter 4. There are further limitations of the qualitative research which were due to the design and scope. Below are the limitations that has been identified and acknowledged by the researcher:

- The interview questions as designed by the researcher may have been repetitive. The answers to these were used to emphasise the responses made by participants in the repetitive questions.
- The biasness' could have resulted in the selection of leaders and millennials participants from the software industry given the fact the researcher is employed in the industry.
- Due to time and resource limitation, a cross sectional study was conducted. A longitude study could have provided the researcher with the opportunity to understand the perspective of leaders and millennials by observing them over time.
- All the interviews were conducted in English which was not the home language for most of the participants. This could have resulted in the nuances and meaning being lost in the process.

7.6 Suggestions for future research

The purpose of the research was to study leadership style that is most appropriate to manage millennials in the software industry. Although generational difference in behaviours, motivations and leadership style have been extensively researched there is still little evidence on the relationship between millennials behaviours and generational differences and leadership style impact on millennials motivation. So the recommendations for future research has been identified and shared below:

- The focus of this research was on the organisations within the software industries. A similar more diverse study should be conducted to include other industries to provide full perspective across industries.
- A longitude study linking the transformational leadership to millennials motivation is recommended to provide the opportunity to understand the perspective of leaders and millennials by observing them over time.
- This research combined the study of generational behaviours, millennials motivation and leadership style. A separate should be conducted study focussing on relationship

between millennials behaviours and generational differences.

- This research combined the study of generational behaviours, millennials motivation and leadership style. Another separate study can be done focussing leadership style impact on millennials motivation.

7.7 Conclusion

This chapter has drawn conclusion to the findings of the research report. It also highlighted the implications for organisations and leaders as contribution to the study. The chapter further highlighted some limitations of the study and made suggestions to future research.

It is common cause that millennials dominate the industries currently, but the challenges organisations face in retaining millennials are catastrophic. The study was motivated by intention to reduce the turnover of turnover of millennials in the software industries. The study focused on the impact of leadership styles in leading millennials and how leaders can contribute in organisations for retaining these cohorts.

This study has contributed to the overall understanding of the millennials in the industry. This is to ensure that leadership is aligned to the millennials way of working. This will assist in the proper retention of millennials and ensuring that organisations are continuing with business as usual across generations.

Therefore, it can be safely concluded that this research succeeded in identifying the types of leadership styles used in the software industry. It also succeeded in identifying the preferred methods that can suit millennials for their retention. More importantly, it provided recommendations on how leaders in the software industry could treat millennials. As a result, this research has contributed immensely to the current of knowledge and can be used as a reference for future.

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APPENDICES

Appendix 1: Informed Consent Letter

Informed consent letter:

I am currently a student at the University of Pretoria's Gordon Institute of Business Science and completing my research in partial fulfilment of an MBA.

I am conducting research on leadership styles appropriate for leading millennials in the IT/software industry, and I am trying to find out more about millennial and leader perspectives on millennial's motivation, leadership styles currently in use in the industry and millennial preferred leadership styles.

*The interview is expected to last about an hour. **Your participation is voluntary and you can withdraw at any time without penalty.***

The interview will be strictly confidential and data will be handled in a confidential manner. All data will be reported without identifiers. If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher Name: Samuel Mtsweni

Email: 04902468@mygibs.co.za

Phone: 083 598 3000

ABP Supervisor: Dr Dorothy Ndletyana

Email: NdletyanaD@gibs.co.za

Phone: 082 378 5769

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

Appendix 2: Ethical clearance letter



11 July 2019

Mtsweni Samuel

Dear Samuel

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained

We wish you everything of the best for the rest of the project.

Kind Regards

GIBS MBA Research Ethical Clearance Committee

Appendix 3: Consistency matrix

PROPOSITIONS/ QUESTIONS	LITERATURE REVIEW	DATA COLLECTION TOOL	ANALYSIS
Research question 1 How do millennials in the software Industry behave?	(Knipe & Du Plessis, 2005) (Mannheim, 1952) (Strauss & Howe, 1991) (Rhodes, 1983) (Polach, 2007) (Eyerman and Turner 1998) (DeChane, 2014) (Raines, 2002) (Thompson & Gregory, 2012) (Espinoza, 2011) (Kilber, Barclay and Ohmer, 2014)	Leaders questions 1, 2, 3 and 4 Millennials question 1	Thematic analysis (Narrative, comparative and content analysis on open ended questions)
Research question 2 What motivates millennials in the Software Industry?	(Robbins & Judge, 2015) (Zareen, Razzaq, & Mujtaba, 2015) (Maslow, 1943) (Herzberg, 1968) (Srivastava and Banerjee, 2016) (Neeta and Neelam, 2016)	Leaders questions 5 and 6 Millennials question 2	Thematic analysis (Narrative, comparative and content analysis on open ended questions)
Research question 3 How do leaders in the software industry currently lead millennials?	(Iqbal, Anwar & Haider, 2015) (Shafique & Loo-See 2017) (Burns, 1978) (Lewin, Lippitt, & White, 1939) (Derue, Nahrgang, Wellman & Humphrey, 2011)	Leaders questions 7 and 8 Millennials questions 5 and 6	Thematic analysis (Narrative, comparative and content analysis on open ended questions)
Research question 4 How would millennials in the software industry prefer to be led?	(Fiedler, 1964) (Wright, 2017) (Shafique & Loo-See 2017) (Lewin, Lippitt, & White, 1939) (Kasemaa, 2015) (Iqbal, Anwar & Haider, 2015) (Barbuto, John, Gottfredson and Ryan, 2016)	Leaders questions 9 and 10 Millennials questions 5 and 6	Thematic analysis (Narrative, comparative and content analysis on open ended questions)

Appendix 4: Codes created with categories

Code	Grounded	Code Groups
Building relationship with Millennials takes time	1	Challenges to leadership styles
Leaders are challenged by the way Millennials do things	4	Challenges to leadership styles
Leaders not challenged by the way Millennials do things	8	Challenges to leadership styles
Managing millennials roles	1	Challenges to leadership styles
Millennials help rigid leaders move faster	1	Challenges to leadership styles
Millennials are disruptive	1	Challenges to leadership styles
Millennials treat leaders like equals	3	Challenges to leadership styles
Roles separation	1	Challenges to leadership styles
Deference in generational exposure between SA and Europe	2	Different generational behaviours
Difference is not really generation based	1	Different generational behaviours
Europe Millennials have more exposure to digital lifestyle than SA	1	Different generational behaviours
Experiencing different behaviours between generations	12	Different generational behaviours
Getting the Millennials to company methodology is difficult	1	Different generational behaviours
Millennials are different than other generation in the way they learn and think	1	Different generational behaviours
millennials are more entrepreneurial	4	Different generational behaviours
Millennials are more risk taking	3	Different generational behaviours
New generation not bothered on achieving tasks/goals	1	Different generational behaviours
Not experiencing different behaviours between generations	3	Different generational behaviours
Older generation are more conservative	1	Different generational behaviours
Older generation are more reserved	1	Different generational behaviours
Older generation are more risk averse	3	Different generational behaviours
Older generation are more structured and methodological	6	Different generational behaviours
Older generation goes an extra mile in achieving tasks/goals	1	Different generational behaviours
Older generations are more focussed	1	Different generational behaviours
The younger generation have more social responsibility	1	Different generational behaviours
With Millennials respect is earned	1	Different generational behaviours
Workplace not ready for Millennials	1	Different generational behaviours
Younger generation can easily challenge authority	1	Different generational behaviours
younger generations have more confident	1	Different generational behaviours
Allowing millennials to innovate	2	Ideal work environment
Millennials are motivated by flexible working hours	11	Ideal work environment
Millennials motivated by relaxed working environment	8	Ideal work environment

Motivated by working from home	7	Ideal work environment
Office as ideal work environment	1	Ideal work environment
Structured environment as ideal environment	1	Ideal work environment
Allowing people freedom to deliver	6	Leaders characteristics
Leader dictate to the team	1	Leaders characteristics
Leader does not support or mentor staff much	1	Leaders characteristics
Leader moody at times	2	Leaders characteristics
Leader not reliable	2	Leaders characteristics
Leader protect the team	2	Leaders characteristics
Leader tend to take all the credits for team work	1	Leaders characteristics
Leader too flexible and compromises a lot	1	Leaders characteristics
Leaders focuses more on individual values than organizational preferences	8	Leaders characteristics
Leaders undermining millennials in the industry	1	Leaders characteristics
Listening to Millennials	5	Leaders characteristics
No bad characteristics of the leader	8	Leaders characteristics
Collaborative lead style	3	Leaders view of leadership style
Ensuring that Millennial deliver	1	Leaders view of leadership style
Getting along with the team	2	Leaders view of leadership style
Not sure if the Millennials team like his style	2	Leaders view of leadership style
Team like the style of leader	11	Leaders view of leadership style
Team may not like the leadership style	1	Leaders view of leadership style
Diplomatic leadership style	4	Leadership style
Leader's way style	1	Leadership style
Leadership style individualize team treatment	1	Leadership style
Open door policy leader	4	Leadership style
Output based leadership style	4	Leadership style
Very structured leadership style	3	Leadership style
it is more up to individuals to focus on their development	2	Millennials Expectations
Leader does not do much on motivation of staff	2	Millennials Expectations
Leader does not need to do much to motivate	1	Millennials Expectations
Leader is not inclusive	1	Millennials Expectations
Leader is not really open (Low on openness)	2	Millennials Expectations
Leader is open (high in openness)	9	Millennials Expectations
Leader is somehow inclusive	1	Millennials Expectations
Leader is very inclusive	10	Millennials Expectations
Leader not stimulating millennials to be creative	2	Millennials Expectations
Leader support and mentor staff	10	Millennials Expectations
Leader to also bring the fun in the work environment	2	Millennials Expectations
Leaders always chasing deadlines	1	Millennials Expectations

Leaders is somehow open (medium on openness)	2	Millennials Expectations
Leaders motivate team to be creative	5	Millennials Expectations
Leaders to lay off some pressure and allow the team to deliver	2	Millennials Expectations
Management style need to individualize treatment of Millennials	2	Millennials Expectations
Allowing Millennials to grow	5	Millennials Motivators
being part of the culture as motivation	1	Millennials Motivators
Clear expectations	14	Millennials Motivators
Creating a vision for them	1	Millennials Motivators
Good technical tools rewards	2	Millennials Motivators
Highly technological motivation	4	Millennials Motivators
Leader allowing creativity of millennials	7	Millennials Motivators
Making sure they have secured future	2	Millennials Motivators
Millennials values respect	2	Millennials Motivators
Millennial don't want to be micromanaged	9	Millennials Motivators
Millennial want to feel like they are part of business	1	Millennials Motivators
Millennials are motivated by job security	1	Millennials Motivators
Millennials are motivated by learning environment	9	Millennials Motivators
Millennials are motivated by new challenges	3	Millennials Motivators
Millennials are motivated by positive environment	4	Millennials Motivators
Millennials like to work in teams	8	Millennials Motivators
Millennials value communication from the leader	2	Millennials Motivators
Millennials value support	3	Millennials Motivators
Millennials value to do what they enjoy	2	Millennials Motivators
Millennials values time	4	Millennials Motivators
Millennials want to feel the sense of belonging	1	Millennials Motivators
Monitory motivation	19	Millennials Motivators
Motivated by Acknowledgement	3	Millennials Motivators
Motivated by effective work environment	3	Millennials Motivators
Motivated by recognition	2	Millennials Motivators
Short term work	7	Millennials Motivators
Some Millennials consider like new things as meaning work	6	Millennials Motivators
Valuing good leadership	2	Millennials Motivators
Valuing honesty	2	Millennials Motivators
Work that contribute to bigger picture	3	Millennials Motivators
Working for a reason or purpose	13	Millennials Motivators
Don't take instructions sometimes	2	Negative behaviours
Follow procedure and comply	2	Negative behaviours
Lack of experience which they are not aware	1	Negative behaviours
Millennials are impatient	2	Negative behaviours
Millennials can be all over the show	2	Negative behaviours

Millennials can be ignorant	2	Negative behaviours
Millennials can go wild on ideas	2	Negative behaviours
Millennials can sometimes solve nonexistence problems	1	Negative behaviours
Millennials can't keep or conform to company's time	3	Negative behaviours
Millennials don't follow processes	7	Negative behaviours
Millennials don't like taking personal responsibility	1	Negative behaviours
Millennials get into feelings quickly	2	Negative behaviours
Millennials have care free attitude	1	Negative behaviours
Millennials have short attention span	10	Negative behaviours
Millennials like changing jobs	6	Negative behaviours
Millennials think they know it all	2	Negative behaviours
Most Millennials don't do reporting well	2	Negative behaviours
Need constant stimulation	1	Negative behaviours
Not open minded	2	Negative behaviours
Sometimes communication can be difficult between generations	1	Negative behaviours
Too much opinionated	2	Negative behaviours
Verbal communication is being replaced	2	Negative behaviours
Work with self-expectations	2	Negative behaviours
Allowing Millennials to be creative	7	Optimal leadership styles
Giving them freedom	6	Optimal leadership styles
Harnessing the individual skills of Millennials	4	Optimal leadership styles
Leaders need to change from older ways of working	2	Optimal leadership styles
Leaders should adopt a more colleagues approach of doing things	1	Optimal leadership styles
Leaders should be flexible and open for changes	10	Optimal leadership styles
Leaders should be part of millennials and show interests	1	Optimal leadership styles
Leaders should be trustworthy	1	Optimal leadership styles
Leaders should focus on the functional aspect of Millennials	1	Optimal leadership styles
Leaders should give Millennials the flexibility to do things	2	Optimal leadership styles
Leaders should not be autocratic in their leadership style	1	Optimal leadership styles
Leaders should provide a flexible environment for millennials	4	Optimal leadership styles
Leaders should provide environment accommodative to Millennials	3	Optimal leadership styles
Leverage by building trust and relationship	1	Optimal leadership styles
Leverage by providing reason for doing something	1	Optimal leadership styles
Leverage by team structure	2	Optimal leadership styles
Leverage millennials skills on their personality	2	Optimal leadership styles

Leverage on millennials by getting a dedicated governance role	3	Optimal leadership styles
Leverage on open door policy to lead millennials	2	Optimal leadership styles
Leveraging the skill by introducing completions	1	Optimal leadership styles
Providing reasons for disagreements	2	Optimal leadership styles
Spent some time with Millennials	2	Optimal leadership styles
Team work Leadership style	2	Optimal leadership styles
treat Millennials like other generations	1	Optimal leadership styles
Value based leadership style	1	Optimal leadership styles
Caring for one another	1	Positive Behaviours
Lot of positive good ideas	9	Positive Behaviours
Millennials are responsible and accountable	3	Positive Behaviours
Millennials are energetic	7	Positive Behaviours
Millennials are expressive	1	Positive Behaviours
Millennials are far more adaptive	1	Positive Behaviours
Millennials are fearless	2	Positive Behaviours
Millennials are flexible in time	2	Positive Behaviours
Millennials are important for regeneration	2	Positive Behaviours
Millennials are innovative	8	Positive Behaviours
Millennials are more creative	3	Positive Behaviours
Millennials are self-driven	1	Positive Behaviours
Millennials are taking responsibilities	1	Positive Behaviours
Millennials are very optimistic	1	Positive Behaviours
Millennials are willing to take chances	2	Positive Behaviours
Millennials can easily multitask	1	Positive Behaviours
Millennials challenges the status quo	4	Positive Behaviours
Millennials possess good attitude	1	Positive Behaviours
Millennials think out of the box	2	Positive Behaviours
Millennials work faster than older generations	2	Positive Behaviours
Millennials work well in diverse group	3	Positive Behaviours
Millennials are open to changing environment	2	Positive Behaviours
Short focus span is an opportunity for leaders to shorten projects	2	Positive Behaviours
they always come up with new ways of doing things	1	Positive Behaviours
They are intelligent	1	Positive Behaviours
Work independently	3	Positive Behaviours
Allowing Millennials to take initiatives	3	Preferred leadership style
Coaching leadership style	5	Preferred leadership style
Consultative and engaging leadership style	4	Preferred leadership style
Democratic leadership style	4	Preferred leadership style
Flexible leadership style	9	Preferred leadership style
Lazier-fair leadership style	2	Preferred leadership style
Leader that help you as much as you need help	1	Preferred leadership style
Leading by example style	4	Preferred leadership style

Millennials need leaders to go side by side with them	1	Preferred leadership style
Not micromanaging leader	6	Preferred leadership style
Participative Leader	5	Preferred leadership style
Responsible leader	1	Preferred leadership style
Servant leadership style	3	Preferred leadership style
Attachment to work contribution	2	Rewards
Being appreciated as rewards	1	Rewards
Fairness as rewards	1	Rewards
less driven by absolute remuneration	2	Rewards
Millennials are more interested in intrinsic rewards	7	Rewards
Monitory rewards	11	Rewards
More accountability as rewards	2	Rewards
Social cohesion as rewards	1	Rewards
Time flexibility rewards	9	Rewards
Trust in the workers abilities	3	Rewards