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# Quantifying Resilience in the Personality of Millennial leaders

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#### **Abstract**

**Objectives:** The primary objective of this study is to assay the resilience in Millennial leader's personality by preparing a survey instrument which would be useful to organizations to measure the leadership skills, personality traits and their resilience (flexibility). The desideratum is to examine whether this variance poses as threat to today's workforce. Methodology: The empirical results are presented and a new scale is developed to assay resilience in the personality of Millennial leaders, which includes different stages of descriptive research. Expert opinion was performed among 62 specialists, Exquisite surveys were conducted with 92 Gen Y leaders and final data assimilation was done from 525 Millennial leaders in the I.T industry using stratified proportionate random sampling. Findings: The final results of this study led to the development of a standardized 30-iteminstrument, augmented by construct validity and scale's reliability. Thus, it can be avouched that it possible to quantify resilience of Millennial leaders; and the personality traits of Millennial leaders explain for a substantial amount of variance (18.1%) in their resilience behavior. Further, Extraverted Millennial leaders agreed that their tendency to be flexible/resilient depends on their personality traits; and they sought to take chances in variating personalities. This posed as a threat to their work profiles, where Gen Y leaders still preferred to pursue this variating resilience in their personality. Therefore, it can be acknowledged that the variation in the resilience of Millennial leader's personality certainly poses as impendence to the organizations. **Applications/Improvements:** Even though there are several works published around the personalities of millennials, this paper builds upon the authors' motive to explore about the flexibility in personality of Gen Y leaders in organizations.

**Keywords:** Behavior, Gen Y leaders, Personality, Resilience, Variance

## 1. Introduction

Today's organizations are managing their workforces with four generations of employees. The generations in today's workplace include Millennials or Gen Y'swho were born from 1980 to 1995; Generation X who were born from 1965 to 1980; Baby boomers who were born from 1945 to 1965; and Traditionalists who were born before 1945. The main drawback of this generational diversity is that the younger generation feels that the older ones are highly conservative and outdated in technology. On the other hand,

the older generation thinks that the younger generation is wavering, neither committed nor hardworking. In today's global workforce, there are already many young leaders who belong to the Millennial generation. These young and proficient leaders can be found widespread in different industries like information technology, manufacturing, banking, services, etc. As they are prevalent in any type of organization, in any work segment around the globe; the top management should enhance their focus in attracting, and retaining these proficient leaders in order to ascend organizational growth worldwide. Also, these proficient

leaders of today's generation should be willing to take more risks, in order to cross the pars and accomplish success. The young leaders in today's workforce shouldn't be risk-averse, holding back in the fear of failure and consequences. These enriched, talented young leaders should reinforce the right type of leadership, envisaged by a proper timeframe, and journey in the right organized path for benchmarking success.

The future of today's organization rests on the ability of business leaders to determine and work with the talents of multiple generations.<sup>1,2</sup> Leaders should be able to bridge the gap between managers raised in one tradition and Millennial workers raised in another<sup>3</sup>. There are generational differences and similarities even for Millennials. There is an increased urge to explore how these young Gen Y leaders behave in their workplace, and whether they fluctuate their behaviors according to their work conditions. This is termed as 'Resilience' in their personality, where young leaders keep altering their behavior according to their prevailing work situations. Resilience is referred to those personal qualities or skills that are regarded as unfixed and changeable over time<sup>4</sup>. Individuals, who possess more traits of resilience, tend to take high risks and adapt to disruptive events in life easily. Psychologists have identified few factors of resilience as positive attitude, optimism, and the ability to regulate emotions. A higher level of resilience is linked not only to adaptive behaviors but also to a physiologically and psychologically balanced growth<sup>5</sup>. With this cognition, resilience in personality of millennial leaders may become impendence to the organization. This is due to the fact that when personality is changed continuously, it leads to the instability of a leader. The nature of resilience affects the capacity of the individual to remain stable under stress and to tolerate the uncertainties required in leadership positions<sup>6</sup>.Hence, resilience can be explained as the flexibility or fluctuation over a process, which can be connected to the study as the fluctuation or variance in the personality of Millennial leaders. When there are fluctuating personalities in leader, the organization gets influenced to a higher extent. With this context, resilience is pursued as an organizational threat, specifically focusing on 'Personality Resilience' as a major aspect of this study. A research in this area will help business leaders and managers realize things are not always what it seems with Millennial employees<sup>7,8</sup>. This serves the gap in the prevalent literature which also paves way to frame the research problem that there has not been adequate

studies on how resilience in these young leader's personality affects today's organizations globally.

With large number of Management post-graduates joining the organizations in leadership roles, having senior members much elder in age and experience as their team members, a pertinent dilemma that needs to be addressed is what are the special attributes of Gen Y leaders, what dominant personality traits these Gen Y leaders have, and whether there is a resilience (flexibility) in the personality of these young leaders. These also form as the basis of the research questions. Focusing on these young leaders, the intention is to study about style, efficiency, preferences, attributes, psychological empowerment, and satisfaction with respect to their leadership behaviors, neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness with respect to their personality traits; and propensity of resilience, attitude towards resilience, its perception, preferences and how to manage this flexibility in personality with respect to resilience. An elucidated summary of literature in this context is published earlier expounding intertwines between leadership, personality and resilience of Millennial leaders9. Hence, an equation is formulated to enhance a further understanding of different concepts of literature pertaining to the three segments of this research.

$$\sum_{t\to 0}^{t\to 1} Lst + Pst + Rst = \sum_{t\to 1}^{t\to 1} LPRst$$

where 'L' denotes independent leadership behaviors of Gen Y managers, 'P' symbolizes their independent personality, 'R' deciphers their resilience in personality individually, 's' surmises the score of Gen Y leaders, 't' expounds the time period, and ∑LPR divulges the aggregate summation of leadership, personality and resilience of Millennial leaders, which is the desired outcome of this research. Thus, a summary of existing literature is provide here, based on a complex procedure for scale development, which will be made of four separate stages of research. Hence, the above literature analysis underpins the relationship between leadership, personality and resilience whose effect will be examined in this study. Further, this forms the basis of the study, as the primary objective is to ascertain if the resilience (flexibility) in the personality of Millennial leaders is quantifiable; by crystallizing an instrument to assay the same.

In this backdrop, the prerequisite questions are formulated for this research study. These queries are: What are the various dimensions of leadership behaviors in Millennial managers? Is there any significant congruence between Millennial leaders personality traits and their effaceable leadership? Is it viable to summate resilience in Gen Y leader's personality? If yes, is there a prevalence of resilience in these young leaders behavior? Also, do they pose as a boon or threat to organizations? Likewise, there are several queries which kindled more inquisitiveness to dig further into the soul of literature to come up with answers to these questions. Further, the schema of the research is expounded which has three segments. The first portion will explore about the leadership traits of Millennial leaders, the second moiety will assay the personality of Millennial leaders and the third segment will construe about resilience in their personality finally. Hence, the main desideratum of this paper is to endeavor if resilience i.e. the flexibility in Millennial leader's personality can be quantified by compiling a new instrument for research; and to reconnoiter whether this variation in Millennial leader's personality pose as a threat or boon to today's global workforce. In this context, the alternate hypotheses is defined that Gen Y managers exhibit different dimensions of leadership at work (H<sub>1</sub>), there is a significant congruence between Millennial leaders personality traits and their effaceable leadership (H2), it is operable to quantify the resilience of Gen Y leaders (H<sub>2</sub>), and finally, there is resilience in Millennial leader's personality which pose as an impendence to organizations worldwide (H<sub>1</sub>).

## 2. Materials and Methods

The first step in constituting the research instrument was collecting a body of literature. It was started by collecting several articles, research works, publications, etc. about Gen Y's from various online databases like Emerald, Springer, Ebsco, and ProQuest. Then, there was a search for keywords like Gen Y leaders, Gen Y personality, Gen Y flexibility, Resilience etc. and it was found that there were many articles relating to Gen Y in the workplace, a few about Gen Y as leaders and a very scarce number which talked about Gen Y leader's personality. There weren't any solid research works on the resilience in the personality of Gen Y leaders. This discovery enabled us to ascertain the gap in the existing literature. Thus, the area of research was fixed and information was extracted from the available sources of literature. Next, a document containing several columns like name of the author, name

of the article, details of the publication, data and sample collected by those research works, country of research, demographic variables, independent and dependent variables, factors used, scales and inventories used, statistical tools, and finally the findings concluded in all the research works was assimilated and deciphered in a worksheet. This gave enormous information and an in-depth understanding of the variables used by researchers to explore about the Millennial generation. Based on these variables evident from the literature, a set of questions were framed in each of the three areas namely leadership, personality and resilience of Gen Y leaders.

# 2.1 Architecting the Elements of Millennial Leader's Personality Resilience

While going through the pages of literature, several variables evolved under each theme. Six themes were dominant in the area of Millennial leaders. They were leadership style, leadership efficacy, leader's preference, leader's attributes, their psychological dimensions, and leader's satisfaction. Similarly, six themes evolved under personality namely self-esteem, extraversion, emotional stability, openness, agreeableness and conscientiousness. Finally, five themes originated under resilience namely resilience attitude, perception, resilience preferences, propensity, and management. Further, an in-depth analysis of the variables which occurred in every theme was implemented to obtain a clear picture of the existing scenario.

Next, a set of ten statements were formed based on these variables evident from the literature. So, every theme had ten statements. This led to an overall number of one hundred and seventy statements in the initial formation of this scale. Some examples of the statements are: "I use different leadership styles in different situations, My efficacy lies on how well I make my team members happy, I prefer to adapt my communication style according to my team members, I have the ability to make things happen as a leader, I like to control my working environment, I am satisfied with the technical competency of my team members, I am sensitive when I am surrounded by people, I am hyper-active and have a pace of living, I am organized in scheduling my work, I express my thoughts boldly in any situation, I sympathize with other's feelings, I feel I should be praised for the efforts I put in my work, I view any chance as a challenge, I like to experiment with new ways of doing things, My flexibility depends upon compared to my colleagues, I can manage the resilience in my personality by identifying events where I tend to behave differently."

## 2.2 Expert Opinion - Preliminary Espial

A questionnaire containing one hundred and seventy statements was drafted for expert opinion method. A twopronged approach was implied in forming the research instrument. Here, a scale for participants to rank their leadership behaviors appeared on the left side of the questionnaire. Similarly, the respondents used the Likert scale on the right to choose from five options namely 'Strongly Agree, Agree, Neither Agree nor Disagree, Disagree and Strongly Disagree' for all the items. This double sided arrangement eliminated the need for the participants to score two identical questionnaires separately and substantially reduced the time required to complete the survey. The two-pronged approach also facilitated the weighing of specific responses in accordance to their frame of reference. This technique was also used earlier to assay the responses of her study participants, where she assessed the behaviors of two generations namely the Baby Boomers and the Millennials<sup>10</sup>.

## 2.2.1 Nature of Respondents

Next, the target population and its sample were framed to facilitate the process of expert opinion method. The target population was identified to be Gen Y people who held leadership positions. While glancing through previous studies in the area of Gen Y, it was found that Gen Y existed in large numbers in the Information Technology industry as it was one field which had outgrown drastically around the globe in the last decade<sup>11</sup>. So, the target respondents were affixed as the 'Team Leaders' who worked in I.T companies in Chennai. There is a foremost purpose for choosing this area of research as Chennai. Chennai is the only city in South Asia and India to figure in the "52 places to go around the world" by The New York Times, and also the world's 36th largest metropolitan area. The city is India's second largest exporter of software, Information Technology (IT) and Information-Technology-Enabled Services (ITES). Chennai accounts for 60 per cent of the country's automotive exports, which leads it to be called as 'The Silicon Valley of Asia12. The I.T exports added USD 11 billion over the FY2014, with an expectation to reach nearly USD 100 billion in FY201513. Hence, the target respondents were chosen to be the team leaders working in I.T companies of Chennai. Before proceeding with the expert opinion method, three eligibility criterions were fixed. First, the expert respondent should belong to the Millennial generation; Second, the expert should be designated as a team leader in I.T companies; and Third, the expert should be a leader in the top hierarchy, having more than ten years of experience. Next, simple random sampling was implemented to meet seventy-five team leaders in I.T companies situated in Chennai and scheduled appointments with them to get their opinions about the questionnaire. On each respondent's interview, the eligibility criterions were reconfirmed and then the questionnaire of seventeen themes containing one hundred and seventy statements was distributed to them.

Out of the seventy-five questionnaires, only sixty-two questionnaires were found to be valid and fully complete; with a response rate of 82.6%. The survey respondents constituted of 49 males and 13 females, ranging from 21 years to 35 years. 10 respondents were aged from 21 to 25 years, 24 respondents were aged in between 26 to 30 years, 28 respondents ranged from 31 to 35 years. These young leaders were qualified in different educational backgrounds. 2 of them beheld diploma degrees, 19 Gen Y leaders were educated with graduate degrees, 29 of them possessed post graduate degrees and 12 of them were specialized in professional courses, apart from their post-graduation. In this group of Millennial leaders, 8 of them were experienced below five years, 29 of them were experienced 6 – 10 years, and 25 of them were enriched above ten years. Hence, sixty-two responses of these sixty two participants were utilized to imply the mean ranking method and frequency analysis of all the seventeen themes.

#### 2.2.2 Millennial Leadership

Further to the exclusive analysis of literature, there were six themes found in the leadership of Millennials namely leadership style, leader's efficacy, leader's preference, leader's attributes, their psychological dimensions, and leader's satisfaction. As each theme had ten items underneath them, the respondents were asked to rank-order the characteristics of leadership from 1 to 10 according to what they most admire in leaders; with one being the highest. The study participants responded to each statement, relative of the leadership behaviors exhibited by them in different scenarios. In order to measure the preferences of Gen Y leaders for six themes under leadership, this study followed the two-pronged approach mentioned

above. Further, multivariate analysis along with Tukey's High Speed Data (HSD) was performed to reveal the mean ranking scores for all the ten items under every theme. This model was also adopted earlier<sup>14</sup> to determine the ranking order of admired leadership traits of different generations.

Hence, a rank-order analysis was implemented using mean ranking to determine the effect of gender on the ranking of leadership traits exhibited by these Gen Y leaders. There was a multivariate main effect of gender, indicated by the Wilk's Lambda ( $\lambda$ ), of 0.041 with a p< 0.000. Theunivariate F-tests indicated five of the ten characteristics as significant. Therefore, the results indicated that Millennial leaders had significant differences in how they exhibited leadership behaviors as males and females at workplace. A Tukey HSD test reveals the mean ranking scores of males and females for all the ten items under six themes of leadership below. The table below shows how male Millennial leaders and female Millennial leaders have ranked their leadership behaviors according to their priorities.

Table 1 enucleates the results of Tukey HSD test which illustrates the ranking of mean scores of Gen Y leaders. The order of top five ranks in Leadership Style items are talking about future accomplishments, having different needs and aspirations, using different leadership styles in different situations, having a collective mission, using different leadership styles in different situations, and talking enthusiastically about future accomplishments' where high significant differences (p< 0.05) are found in the preferences of males when compared to females. Also, there is a reverse effect found in the mean scores of females in the last five items where the characteristics of serving first and then leading, finding innovative ways to complete tasks are significantly higher than males.

For leadership efficacy, the order of top five ranks reveal that male leaders have prioritized their uttermost importance to leader's efficacy than females for items like 'taking good decisions in less time, building teammate's confidence, developing teamwork with members, develop competencies, and implementing changes' (p< 0.05). Similarly, leadership preference scores revealed that the foremost five ranks were obtained by items like 'leading by example, providing constant feedback, model ethics and values among members, praising the employees for their efforts, and giving opportunities for professional growth for males which are significantly (p< 0.05) higher than the mean ranks of females. For leader's attributes, the

mean scores of male Gen Y leaders delineates that there were significantly (p< 0.05) higher differences in males and the first five ranks were captured by items like 'being self-assured, staying fixed on goals, communicating effectively, and being open to ideas'; when compared to the females. For psychological dimensions, male Millennial leaders opined high for items like 'feeling that work is worth their time, accomplishing the chosen tasks, being impartial while solving problems, having a greater say on suggestions, sensing good quality work (p< 0.05) than female leaders.

Finally, with respect to leader's satisfaction, male leaders rated items like 'the way how members listen to their leaders say, opinions on member's communication, gratification on the member's technical competency, their overall behavior and learning level of team members' (*p*< 0.05) of uttermost importance to leader's satisfaction than females. Also, there is a reverse effect again found in the mean scores of females in the next few items where the items stating 'having consistent behavior, intimating prior changes, member's knowledge of the job' are significantly higher than males. This conveys that there is an opposite effect where male and female Millennial leaders have significance for different aspects of leadership satisfaction.

Further, the recurrence of items contributing the Millennial leadership behaviors were assayed to cross-check whether the rank orders obtained using mean scores of respondents and the periodicity results are same or different. This will enhance the understanding on what hierarchy the items are structured in both the techniques and why do they differ in their order.

Figure 1 depicts the six themes of Millennial leadership namely leader's style, leader's efficacy, leader's preference, leader's attributes, leader's psychological dimensions and leader's satisfaction; which reveal the results similar to the mean rank tables. This graphical depiction has assimilated the top most priorities of Millennial leaders, where the top five out of ten items were chosen based on their recurrence and high priority given by the Gen Y leaders. The first theme expounds how Millennial leaders have prioritized different elements of their leadership style in a descending order. These young respondents opined that their top five preferences were 'focusing on rectifying mistakes, talking enthusiastically about what needs to be accomplished, considering an individual as having different needs and aspirations, using different leadership styles in different situations, and emphasizing the importance of having a collective sense of mission'. While comparing

Table 1. Rank order analysis of Millennial's exhibited leadership traits

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Rank	Rank   Leadership Style			Leader's Efficacy	,y		Leader's Preferences	ences		Leader's Attributes	utes		Psychological Dimensions			Leader's Satisfaction	tion	
	Items	Σ	Ϊ́	Items	Σ	П	Items	Σ	П	Items	Σ	ΙΤ	Items	×	Ĺ	Items	Z	Ϊ́
1	Focus on rectifying	1.10	1.03	ni suc	7	1.05	oy ple	7	1.04	ssured	33	24	Work worth the time and	1.38 1.25	1.25	ay ers	1.93	1.77
	mistakes						4			free			energy					
2	Different needs and aspirations	1.38	1.21	Build member's confidence	1.53	1.36	Constant feedback	1.20	1.11	Stay fixed on goals	1.52	1.41	Accomplish chosen tasks	1.46 1.31	1.31	Member's communication 1.41	1.41	1.26
3	Collective Mission	1.52	1.47	Develop team work with members	1.82	1.67	Model ethics and values	1.59	1.51	Communicate effectively	1.78	1.56	Impartial during problems	1.68	1.55	Member's technical competency	1.55	1.43
4	Different styles in different situation	2.11	1.97	Develop Competencies 2.24	ĺ .	2.11	Praise the employees	1.93	1.70	Bring the best in team mates	1.90	1.83	Greater say on suggestions	1.99	1.90	Member's overall behavior	2.44	2.12
5	Talk about future accomplishments	2.54	2.28	Implement Changes	2.79	2.56	Opportunity for growth	2.44	2.24	Open to Ideas	2.49	2.37	Good quality of work	2.56	2.37	Stimulate learning among 2.72 members	2.72	2.50
9	Innovative ways to complete tasks 2.89	2.89	2.73	Communicate expectations	2.98	2.85	Be a positive example	2.83	2.68	Easy to Approach	2.77	2.71	Progress in completing tasks	2.81	2.68	Member's job performance	2.97	2.91
7	Exchange members effort	3.27	3.12	Assess strength and weakness	3.36	3.49	Make work as fun	3.47	3.56	Make things Happen	3.01	3.12	Empowered & high in well-being	2.99	3.07	Concern of member's problems	3.41	3.44
8	Serve first, then lead	3.95	4.05	Perform well as a leader	4.01	4.27	Have positive attitude	4.01	4.12	Value integrity of members	3.69	3.87	Control the work environment	3.42	3.79	Have consistent behavior	4.44	4.56
6	Pleasure in member's needs	4.36	4.60	Change member's attitude	4.43	4.61	Family friendly policies	4.32	4.34	Solutions to conflicts	4.28	4.49	Opportunity to select tasks	4.07 4.44	4.44	Prior intimation of work changes	4.78	4.91
10	Avoid making decisions	4.69	4.92	Make member's feel happy	4.81	4.89	Communicate to members	4.75	4.79	Senses group's emotions	4.61	4.82	Ambiguous to choose work roles	4.72	4.72 4.89	Member's job knowledge	4.02	4.31

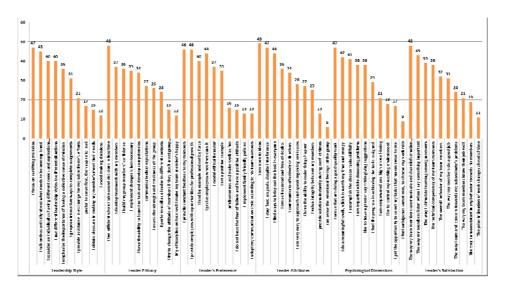


Figure 1. Periodicity of Millennial Leadership Items.

these priorities with the mean score ranks, it can be found that the items in the top five structures are the same, but their position of ranks differ. This may be due to the verity that the computation of mean scores and periodicity charts are dissimilar. The same trend exists in all the other five behaviors of leadership, where the hierarchy of rank orders and periodicity results differ, still resulting in the same items being loaded from both the analysis techniques.

Therefore, the top five items in each theme were chosen, that are supported by the Rank Order analysis of mean scores, evidenced by the periodicity graph of the study respondents also. This leads to the formation of five items in every theme, witnessed by the above analysis, paving way to obtain thirty items in Millennial leadership. These thirty items were 'I focus on rectifying mistakes, I talk enthusiastically about what needs to be accomplished, I consider an individual as having different needs and aspirations from others, I use different leadership styles in different situations, I emphasize the importance of having a collective sense of mission' for leadership styles, 'I feel efficient when I take sound decisions in less time, I develop teamwork with my members, I build my group members' confidence, I implement changes when necessary, I have the ability to learn the task and develop competencies' for leadership efficacy, 'I provide constant feedback to my members, I provide employees with opportunities for professional growth, I lead by example and not by force, I praise employees when they earn it,

I model ethical behavior' for leader's preferences, 'I am open to ideas, I stay fixed on goals, despite interference, I find ways to bring out the best in everyone, I am selfassured and free of doubts, I communicate effectively with others' for leader's attributes, 'I sense that am doing a good quality work, I do a meaningful work, which is worth my time and energy, I accomplish the chosen tasks skillfully, I am impartial while discussing problems, I like to have a greater say while giving suggestions' for leader's psychological dimensions, and 'The way my team members communicate and share information with me, The way my members listen when I say something important, The way I stimulate learning among members, The technical competency of my team members, The overall behavior of my team members' for leader's satisfaction. Hence, these thirty items formed a part of the second stage of questionnaire testing in this research, contributing to Millennial leadership.

#### 2.2.3 Millennial leader's Personality

Further to the analysis of important elements influencing Gen Y leadership behaviors, the next step was to analyze the six themes of Millennial leader's personality i.e. their emotional stability, extraversion, openness, agreeableness, conscientiousness and self-esteem. As each theme had ten items underneath them, the respondents were asked to rank the items of personality from 1 to 10 as per their priorities. This method of ranking several items was also utilized earlier<sup>15</sup>where the respondents were given a list

of eight possible variables influencing the extent to which Millennial would fabricate information for the purpose of their employment. In the study, the Millennial leaders were asked to rank the characteristics of their personality from 1 to 10, with one being the highest. Following this, multivariate analysis was performed along with Tukey's HSD to reveal the mean ranking scores for all the ten items under every theme. This model was also adopted previously<sup>14</sup> to determine the ranking order of admired leadership traits of different generations. As this method of analysis was detailed in the earlier section, a direct analysis of the effect of gender on the personality traits of Gen Y leaders is carried out. There was a multivariate main effect of gender, indicated by the Wilk's Lambda ( $\lambda$ ), of 0.039 with a p< 0.000. The univariate F-tests indicated five of the ten characteristics as significant. Therefore, the results indicated that Millennial leaders had significant differences in their personality traits as males and females at workplace. A Tukey HSD test reveals the mean ranking scores of males and females for all the ten items under six themes of personality below. The Table shows how male Millennial leaders and female Millennial leaders have ranked their personality traits according to their priorities.

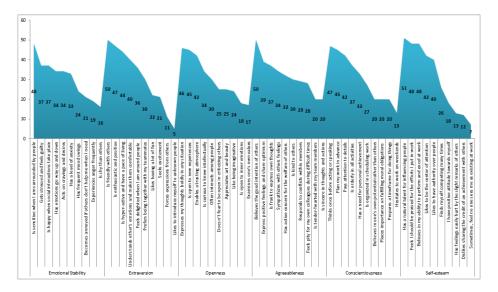
Table 2 delineates the results of Tukey HSD test which expounds the mean ranking scores of the personality traits exhibited by Gen Y leaders. For emotional stability, male leaders have prioritized that elements like 'feeling happy during social interactions, acting on cravings and desires, being sensitive around people, having emotions go up and down, getting stressed and feeling guilty' (p< 0.05) have the uttermost importance to emotional stability than females. Also, there is a reverse effect found in the mean scores of females in the next few items similar to the constructs of Millennial leadership section. This reverse effect construes that the conception of males and females significantly differ while prioritizing their preferences towards emotional stability. For extraversion, the rank orders reveal that the mean ranks of males for items like 'feeling delighted around people, having a pace of living, understanding others emotions, being friendly with others, being enthusiastic and positive' are significantly (p< 0.05) higher than the mean ranks of females. For Agreeableness, the mean scores of male Gen Y leaders delineates that there were significantly (p< 0.05) higher differences in males when compared to the females; with respect to their opinions on 'believing other's good intention, expressing positive feelings, expressing one's own thoughts frankly, sympathizing with others feelings'.

For Conscientiousness, the mean scores and ranks of males for items like 'thinking once before speaking, paying attention to details, planning the work in advance, being orderly in all activities, and need for personal achievement' are significantly higher than the mean rank of females. Finally, in Self-esteem, the ranks order and the mean scores of males for top five items like 'praising for the efforts put in work, natural talent of influencing people, believing in ability to perform and excel, liking to be the center of attention, and liking to have authority over people' are significantly (p< 0.05) higher than the mean score of females. These results reveal that male leaders have prioritized that these elements have the uttermost importance to self-esteem than females. Also, there is a reverse effect found in the mean scores of females in the next few items similar to the constructs of other sections. This reverse effect construes that the conception of males and females significantly differ while prioritizing their preferences towards all the personality dimensions.

Further, the recurrence of items contributing the Millennial leadership behaviors was exercised to crosscheck whether the rank orders obtained using mean scores of respondents and the periodicity results are same or different. This will enhance the understanding on what hierarchy the items are structured in both the techniques and why do they differ in their order. So, Figure 2 depicts the six themes of Millennial leader's personality namely emotional stability, extraversion, openness, agreeableness, conscientiousness and self-esteem; which reveal the results similar to the mean rank tables. This diagrammatic illustration has assimilated the top most priorities of Millennial leaders, where the top five out of ten items were chosen based on their mean scores and density of recurrence as chosen by the Gen Y leaders.

In Figure 2, the first theme expounds how Millennial leaders have prioritized different elements of their emotional stability in a descending order. The Gen Y leaders surmised that their top five preferences were 'being sensitive when surrounded by people, getting stressed and feeling guilty, feeling happy when social interactions take place, having emotions go way up and down, and acting on cravings and desires'. While comparing these priorities with the mean score ranks, it can be found that the items in the top five structures are the same, but their position of ranks differ. This may be due to the actuality that the computation of mean scores and the density of recurrence in the charts are dissimilar. The same trend exists in all the other five behaviors of personality dimensions,

Rank Emotional Stability Extraversion	Emotional Stability	bility		Extraversion			Openness			Agreeableness	S.		Conscientiousness	ess	•	Self-esteem		
	Items	M	Н	Items	M	Щ	Items	M	Ц	Items	M	H	Items	M	H	Items	M	ш
	Happy during social interactions	1.19	1.13	Feels delighted around people	1.23	1.21	Open to new experiences 1	1.02	1.14	Believes other's good intention	1.32	1.28	Thinks once before acting or speaking	1.28	1.23 F	Should be praised for the efforts put in work	1.15	1.06
2	Acts on cravings and desires	1.48	1.48 1.41	Has a pace of living	1.52	1.47	Expresses thoughts boldly	1.36	1.28	Express positive feelings	1.57	1.41	Pays attention to details	1.47	I.39 t i	Has a natural talent for influencing people	1.49	1.21
3	Sensitive around people	1.84 1.72		Understands others l	1.99	1.76	Is curious to know intellectually	1.87	1.51	Express thoughts frankly	1.73	1.66	Plan my work 1.73 1.66 in advance	1.66 1.65		Believes in ability to perform and excel	1.69	1.42
4	Emotions go up and down	2.03 1.97		Is friendly with others	2.54	2.41	Often 1 among people	1.91	1.78	Sympathizes others feelings	1.94	1.73	Is orderly in all activities	1.93	I.90 t	Likes to be 1.93 1.90 the center of attention	1.94	1.81
5	Gets stressed and feels guilty	2.62 2.43		Is enthusiastic 2 and positive	2.81	2.79	Enables a trusting 2 atmosphere	2.49	2.42	Active concern for other welfare	2.54	2.31	Need for personal achievement	2.46 2.33		Likes to have authority over people	2.60	2.45
9	Has a level of anxiety	2.84	2.71	Prefers being together with all	2.92	2.85	Doesn't fear to criticize 2	2.83	2.98	Feels pity for colleagues	2.75	2.66	Is organized in scheduling a	2.61	2.58 c	Finds myself competing at times	2.83	2.79
7	Has frequent mood swings	3.17	3.02	Likes having a lot of fun	3.24	2.99	Like being imaginative 3	3.47	3.56	Is kind to others	2.93	2.99	Hesitates to work on weekends	2.90	2.97 t	Positive attitude towards self	2.99	3.01
∞	Annoyed if others don't help me	4.14 3.99		Seeks excitement 4	4.01	3.67	Is open to inner emotions	4.01	4.12	Is sincere in actions	3.49 3.67		Believes in one's own potential	3.45	3.72 lb	Gets easily hurt by the remarks of 3.62 others	3.62	3.74
6	Experiences anger frequently	4.46	4.46 4.13	Forces expression from others	4.58	4.03	Appreciates art and beauty 4.32		4.34	Responds to conflicts within members	4.18	4.18 4.39	Prepares a timeframe for doing things	1.27	I 1.34 tt	Dislikes sharing 4.27 4.34 the credit of an achievement	4.03	4.29
10	Is shy than others	4.82 4.49		Introduce self to unknown 4 people	4.93	4.42	Examines one's own values	4.75	4.79	Tender- hearted with team mates	4.67	4.67 4.70	Fulfils moral obligations	4.52 4.59		Feel no one sees me as existing at work	4.83	4.91



Density of Millennial Leader's Personality Items. Figure 2.

where the hierarchy of rank orders and periodicity results differ, still resulting in the same items being loaded from both the analysis techniques.

Therefore, the top five items in each theme were chosen, that were supported by the Rank Order analysis of mean scores, evidenced by the frequency analysis of the study respondents also. This leads to the formation of five items in every theme, witnessed by the above analysis, paving way to obtain thirty items in Millennial leader's personality. These thirty items were 'Sensitive when I am surrounded by people, Get stressed and feel guilty, Happy when social interactions take place, Has emotions go way up and down, Acts on cravings and desires' for emotional stability, 'Is friendly with others, Is enthusiastic and positive, Is hyper-active and have a pace of living, Understands other's emotions and make them comfortable, Feels delighted when around people' for extraversion, 'Expresses my thoughts boldly in any situation, open to new experiences, enable a trusting atmosphere, curious to know intellectually, often interacts among people' for openness, 'Believes the good intention of others, Express positive feelings and share optimism, Is frank to express own thoughts, Sympathizes with others feelings, Has active concern for the welfare of others' for agreeableness, and 'Thinks once before acting or speaking, Plan my work in advance, Pays attention to details, Is orderly in all activities, Has a need for personal achievement' for the self-esteem of Millennial leaders. Therefore, these thirty items formed a part of the second stage of questionnaire testing in this research, measuring the personality of Millennial leaders.

#### 2.2.4 Resilience in Millennial Leader's Personality

Preceding the analysis of Gen Y leader's personality, the next step was to analyze the five themes of resilience in the personality of Millennial leaders i.e. their resilience propensity, resilience attitude, resilience perception, resilience preferences and resilience management. As each theme had ten items underneath them, the respondents were asked to rank the items of resilience from 1 to 10 as per their priorities. This method of ranking several items and also stating whether they agree or disagree was utilized before16 where the respondents were instructed to rank how well they agreed with the statements in ten lists of six statements each. Each scale score was thus based on 10 items. The respondents were also asked to agree or disagree with each item, and the final ranks core of each item was negative if the subject disagreed, positive if he or she agreed to it. In the study, the Millennial leaders were asked to rank the behaviors of their resilience from 1 to 10, with one being the highest, and also state whether they agree or disagree with the items in each theme.

Following this, a multivariate analysis along with Tukey's HSD was executed to reveal the mean ranking scores for all the ten items under every theme. This model was also adopted earlier<sup>14</sup> to determine the ranking order of admired leadership traits of different generations. As it has already been detailed about this method of analysis in the earlier section, the effect of gender on the resilience behavior of Gen Y leaders were directly analyzed. There was a multivariate main effect of gender, indicated by the Wilk's Lambda ( $\lambda$ ), of 0.024 with a p< 0.000. Theunivariate F-tests indicated five of the ten characteristics as significant.

Therefore, the results indicated that Millennial leaders had significant differences in their resilience behaviors of males and females at workplace. A Tukey HSD test reveals the mean ranking scores of males and females for all the ten items under five themes of resilience below. The Table shows how male Millennial leaders and female Millennial leaders have ranked their resilience behaviors according to their priorities.

Table 3 elucidates the results of Tukey HSD test which expounds the mean ranking scores of the resilience exhibited by Gen Y leaders. For resilience propensity, the order of top five ranks reveals that the mean scores of males for items like 'tendency to view chance as a challenge, benefit of being different, preference towards safety first, having a flexible personality, and taking a chance regularly, are significantly (p< 0.05) higher than the mean score of females. These results reveal that both males and females prioritize that these five items form the top most elements of resilience propensity; where men tend to give higher importance to these traits than females. Also, there is a reverse effect found in the mean scores of females in the next few items similar to the constructs of resilience section. This reverse effect construes that the conception of males and females significantly differ while prioritizing their preferences towards resilience propensity.

For resilience attitude, the rank orders reveal that the mean ranks of males for items like 'trying out new ideas, being extremely cautious while taking a chance, seeing event as an opportunity, doing things in new ways, and having a great impulsivity, are significantly (p< 0.05) higher than the mean ranks of females. Similarly, resilience perception scores revealed that male Gen Y leaders gave higher importance to 'positive thinking, cognitive processing, control over emotions, decision making style, stress and ambiguity' when compared to females. This shows that they are much likely to believe that bold positive thinking, emotional control, decision making etc. are the top elements that contribute to the perception of resilience in Millennial leaders.

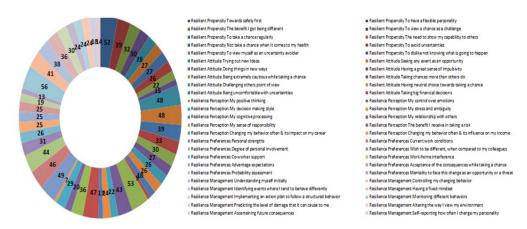
For resilience preferences, the mean scores of male Gen Y leaders delineates that there were significantly (p< 0.05) higher differences in males with respect to their opinions on 'wishing to be different from others, degree of involvement, personal strengths, current work conditions, co-worker support from others' when compared to the females. For resilience management, the mean ranks of males for items like 'trying to understand one-self, controlling changing behavior, identifying events where I tend to behave differently, having a fixed mindset can reduce variation, implementing action plan for structured behavior' are significantly higher than the mean rank of females. Further, the prevalence of items contributing the resilience behaviors are verified to validate whether the rank orders obtained using mean scores of respondents and the periodicity results are same or different. This will give clarity on what hierarchy the items are structured in both the techniques and why do they differ in their order.

So, Figure 3 depicts the five themes of resilience in Millennial leader's personality namely resilience propensity, resilience attitude, resilience perception, resilience preferences and resilience management; which reveal the results similar to the mean rank tables. This pie depiction has assimilated the top most priorities of Millennial leaders, where the top five out of ten items were chosen based on their mean scores and constancy of recurrence as chosen by the Gen Y leaders. The first theme expounds how Millennial leaders have prioritized different elements of their resilience propensity in a descending order. The Gen Y leaders surmised that their top five preferences were 'preference towards safety first, having a flexible personality, the benefit of being different, viewing a chance as a challenge, taking a chance regularly. While comparing these priorities with the mean score ranks, it can be found that the items in the top five structures are the same, but their position of ranks differ. This may be due to the actuality that the computation of mean scores and the density of recurrence in the charts are dissimilar. The same trend exists in all the other five behaviors of resilience behaviors, where the hierarchy of rank orders and periodicity results differ, still resulting in the same items being loaded from both the analysis techniques.

Therefore, the top five items in each theme were chosen, that were supported by the Rank Order analysis of mean scores, evidenced by the frequency analysis of study respondents also. This leads to the formation of five items in every theme, witnessed by the above analysis, paving way to obtain twenty-five items in the resilience of Millennial leader's personality. These twenty-five items were 'My preference towards safety first, Having a flexible personality, Benefit I get being different, To view a chance as a challenge, To take a chance regularly' for resilience propensity; Trying out new ideas, Seeing any event as an opportunity, Doing things in new ways, Having a great sense of impulsivity, Being extremely cautious while taking a chance' for resilience attitude; 'The flexibility depends upon positive thinking, control over emotions,

Table 3. Rank order analysis of exhibited resilience in the personality of Millennial leaders

Recilience D	1 5	onenci	4	Resilience Attitu	Hitude	1	Resilience Dercention	ention		Resilience Dreferences	Ference	9	Resilience Management	rement	
resilience riopensity	opensity	۲,		Mesimenice Armin	200		Mesmence rec	cpulon			וכוכווכר	a	Nestmente Manag	Scincin	
Items Male Female		Fen	nale	Items	Male	Female	Items	Male	Female	Items	Male	Female	Items	Male	Female
Tendency to view 1.12 1.08 chance as a challenge		1.08		Trying out new ideas	1.20	1.12	Positive thinking	1.07	1.04	Wish to be different from others	1.24	1.13	Trying to understand oneself	1.13	1.11
The benefit I get being 1.34 1.29 different		1.29		Extremely cautious on chance	1.41	1.27	Cognitive processing	1.24	1.19	Degree of involvement	1.63	1.41	Control changing behavior	1.27	1.24
Preference 1.60 1.51 safety first		1.5	51	Seeing event as an opportunity 1.74	1.74	1.50	Control over emotions	1.45	1.37	Personal strengths	1.94	1.78	Identifying events where I tend to behave differently	1.55	1.51
To have a flexible 2.02 1.97 personality		1.9	7	Doing things in new ways	2.14	1.99	Decision making style	1.83	1.78	Current work conditions	2.03	1.95	Having a fixed mindset can reduce variation	1.92	1.89
To take a chance 2.57 2.34 regularly		2.3	4.	Having a great impulsivity	2.43	2.12	Stress and ambiguity	2.27	2.12	Co-worker support from others	2.46	2.44	Implementing action plan for structured behavior	2.66	2.53
The need to show my 2.86 2.78 capability		2.3	82	Taking more chances than others	2.65	2.67	Relationship with others	2.41	2.50	Work-home interference	2.78	2.92	Monitoring different behavior	2.84	2.87
Not take a 3.42 3 health		3	3.37	Challenging other's view	3.31	3.54	Sense of responsibility	3.17	3.46	Advantage expectations	3.03	3.67	Predicting damage level of fluctuating behavior	2.99	3.32
To avoid anncertainties 3.85 4	3.85	4	4.02	Being neutral to take chance	4.18	4.32	Benefit of taking Risks	4.01	4.25	Accepting consequences	3.78	4.01	Altering the way I view environment	3.31	4.05
View self as uncertainty 4.24 4		7	4.51	Uncomfortable with uncertainty	4.53	4.67	Impact on the career	4.48	4.49	Probability assessment	4.26	4.38	Ascertaining consequences	4.17	4.42
Dislike A.40 4 knowing A.40 4 happen		4	4.79	Taking big financial decisions	4.72	4.89	Influence on the income	4.63	4.80	Face opportunity or threat	4.74	4.91	Self-reporting how often I change personality	4.56	4.92



Intermittence of Resilience in Millennial Leader's Personality. Figure 3.

decision making style, stress and ambiguity, cognitive processing' for resilience perception; 'The difference in behavior in various situations depends on the personal strengths, Current work conditions, Degree of personal involvement, Wish to be different, when compared to my colleagues, Co-worker support' for resilience preferences; and 'Understanding myself initially, Controlling my changing behavior, Identifying events where I tend to behave differently, Having a fixed mindset, Implementing an action plan to follow a structured behavior' for resilience management. Therefore, these twenty-five items formed a part of the second stage of questionnaire testing in the research, measuring resilience in the personality of Millennial leaders.

# 2.3 Structured Interview and Exquisite Survey - Auxiliary Diagnosis

After identifying five statements from each theme, a new revised questionnaire consisting of seventeen themes and five statements each was formed, leading to a total of eighty-five statements. Also, five academicians from accredited, esteemed institutions were interviewed to get their opinions about the questionnaire. Two of them felt that all the statements in the questionnaire were positive and one-sided which would lead to a skewed distribution of the results. They suggested a change of at least two of the five statements in each theme to be negative, which would result in an equal distribution and more attention while answering questions. This suggestion was implemented immediately in the questionnaire. Now, a revised questionnaire was drafted, and one hundred and twenty one team leaders in I.T companies were scheduled appointments; where only one hundred leaders could be

interviewed using this questionnaire of eighty-five statements. The questionnaire was formed based on Likert scales having five options namely 'Strongly Agree', 'Agree', 'Neutral', 'Disagree', and 'Strongly Disagree'. The team leaders were requested to tick that option which they felt highly matched their opinions.

Out of one hundred team leaders, only ninety two of them had returned the questionnaires fully complete and valid; with a response rate of 92%. The respondents consisted of 51 males and 41 females, ranging from 21 years to 35 years. 21 respondents were aged from 21 to 25 years, 31 respondents were aged in between 26 to 30 years, 40 respondents ranged from 31 to 35 years. These young leaders were qualified in different educational backgrounds. 16 of them beheld diploma degrees, 26 Gen Y leaders were educated with graduate degrees, 41 of them possessed post graduate degrees and 9 of them were specialized in professional courses, apart from their post-graduation. In this group of Millennial leaders, 20 of them were experienced below five years, 35 of them were experienced 6 - 10 years, and 37 of them were enriched above ten years. Hence, these ninety-two responses of these participants facilitated the further analysis of the research instrument's validity and reliability, paving way to establish a unique scale for assaying resilience in the personality of Millennial leaders.

# 2.4 Construct Validity

Construct validity is concerned with the extent to which an instrument measures a theoretical construct or a trait in the study of research. Construct is similar to a concept, which is formally proposed with a definition and is related to empirical type of data. There are three types

Table 4. Rotated Component Matrix in Forming the Scale

			Compone	nt	
	1	2	3	4	5
I provide constant feedback to my members	.804	.176	049	073	.160
I have active concern for the welfare of others	.719	.334	.102	090	068
I don't implement ethics always	717	064	.355	.167	044
I communicate effectively with others	.691	.043	295	066	461
I don't talk enthusiastically about what needs to be accomplished	654	058	.389	163	.187
I am not open to ideas	622	.002	.057	.282	393
I feel efficient when I take good decisions in less time	.599	196	270	.250	.329
I plan my work in advance	.593	259	.158	.245	442
I provide employees with opportunities for professional growth	.592	.247	.087	173	.035
I use different leadership styles in different situations	.590	252	.466	108	078
I stay fixed on goals despite interference	.585	.046	.093	.241	.089
I develop teamwork with my members	.576	.383	046	.130	.317
I act on cravings and desires	559	.302	.414	.003	092
I express my thoughts boldly in any situation	.551	.452	278	089	227
I think once before acting or speaking	.517	273	196	.293	027
I don't praise my employees often	510	177	.223	.405	019
I have emotions go way up and down	497	.484	.302	015	085
I consider an individual as having different needs and aspirations from others	.484	142	.211	244	335
I like to try new ideas	.468	.394	136	.323	240
I don't pay attention to all details	453	.390	.114	078	.395
I am curious to know intellectually	.440	358	305	183	.232
I see any event as an opportunity	.396	.085	.121	.389	115
I don't like new experiences or new tasks	355	.246	.125	129	348
I behave rudely when I don't have my co-worker's support	328	.269	206	313	.138
I have a great sense of impulsivity	.240	.805	.133	038	043
I doubt the good intention of others	336	745	.099	.157	049
I have a need for personal achievement	155	649	.530	.223	.168
I take risks regularly	234	.642	.163	.067	.100
I am extremely cautious while taking a chance	.099	617	.119	115	.525
I can manage my flexible personality by identifying the events where I tend to behave differently	.074	.601	.373	.210	268
I am impartial while discussing problems	.253	581	.097	319	.083
I don't express my feelings frankly	093	575	.287	.112	069
I act differently when I view a chance as a challenge	001	.544	.312	009	090
I doubt frequently and am less self-assured	209	.532	.220	.043	.421
I am satisfied with the way my members share information with me	.273	531	.114	.105	.159
I don't feel good when I am around people	408	.525	155	.011	221
I believe in my ability to perform and excel at work	.488	494	296	.210	.388
I change my behavior based on my relationship with others	.325	.475	204	202	.336
I act differently because I don't have control over emotions	266	471	.333	.285	.190
I am happy when social interactions take place	.182	468	039	098	378
I don't like doing things in new ways	329	425	118	.088	019
I feel I should be praised for the efforts I put in work	044	.388	054	.286	.323

(continued)

# Table 4 (continued)

		(	Compone	nt	
	1	2	3	4	5
I feel that am doing a good quality work	271	.296	195	065	049
I don't like to learn different tasks and developing competencies	.039	.284	.071	.180	.107
I wish to be different, when compared to my colleagues	.339	.203	.750	067	003
I keep changing my attitude because of the benefit I get being different	.117	.139	.692	.333	.117
I get stressed and feel guilty easily	339	084	.679	180	.153
I behave in the same way irrespective of my strengths and weakness	220	.007	654	290	.276
I act differently in various situations due to my involvement in work	.450	241	.551	086	303
I can minimize my flexibility if I control my emotions	.093	.356	.529	196	262
I like to have a greater say while giving suggestions	.404	.418	.476	176	.231
I am sensitive when I am surrounded by people	.113	131	.468	.000	.154
I am not orderly in all activities	451	.281	455	015	.330
I lead by example and not by force	.211	166	452	086	154
I act according to my work conditions	.328	353	.435	.015	381
I feel changing my behavior often won't impact my career	.022	103	425	.326	033
I find ways to bring out the best in everyone	.321	392	.419	.233	.039
I behave differently as I have a flexible personality	043	.224	.418	.111	.321
I can reduce different behaviors by having a fixed mindset	.049	336	.409	.124	.376
I understand other's emotions and make them comfortable	.081	002	365	028	028
I can decrease it by implementing an action plan to follow a structured behavior	.302	.328	.332	.191	148
I feel understanding myself initially can reduce my flexible behavior	.275	242	.017	.672	215
I am satisfied with the technical competency of my team members	.554	050	187	.656	.025
I don't implement changes when necessary	163	.285	208	.647	195
I like to be the center of attention	.313	.505	195	.597	.187
I have a natural talent for influencing people	.174	.169	042	573	.070
I like to have authority over people	055	.381	.202	.539	091
I am not happy with the overall behavior of my team members	149	.167	.194	535	149
I don't like to interact with people	310	.072	.255	.467	.089
I share positive feelings with others	.182	.038	355	465	.179
I am energetic and have a pace of living	046	083	.295	404	369
I am contented with the way I stimulate learning among members	.061	154	.327	386	.125
I don't focus on rectifying my mistakes	182	068	301	.354	.245
I emphasize having a collective mission	.293	073	.100	339	202
I behave differently based on my responsibilities	.287	.293	.032	.303	.182
I am flexible because of my positive thinking	.072	.001	.171	260	053
I don't like the way my members listen, when I have something important to say	407	.140	218	160	607
I feel my work is not worth my time and energy	127	079	247	.186	.582
I accomplish the chosen tasks skillfully	.423	.186	.268	.095	544
I have sympathy for others	.425	.225	.211	313	.483
I feel negative about myself	.225	.319	.239	.163	.463
I build the confidence of my group members	.238	.276	.182	406	.458
I don't give priority towards safety first	230	.421	297	.399	437
I am friendly with others	399	358	225	079	416
I enable a trusting atmosphere	.390	.153	298	372	400

Table 5. Factors after reducing dimensions

S.NO	STATEMENTS	VALUE
Factor 1	after reducing dimensions	
	I provide constant feedback to my members	.804
	I have active concern for the welfare of others	.719
	I communicate effectively with others	.691
	I feel efficient when I take good decisions in less time	.599
	I plan my work in advance	.593
	I provide employees with opportunities for professional growth	.592
	I use different leadership styles in different situations	.590
	I stay fixed on goals despite interference	.585
	I develop teamwork with my members	.576
	I am satisfied with the technical competency of my team members	.554
	I express my thoughts boldly in any situation	.551
	I think once before acting or speaking	.517
Factor 2	2 after reducing dimensions	
	I have a great sense of impulsivity	.805
	I take risks regularly	.642
	I can manage my flexible personality by identifying the events where I tend to behave differently	.601
	I act differently when I view a chance as a challenge	.544
	I doubt frequently and am less self-assured	.532
	I don't feel good when I am around people	.525
	I like to be the center of attention	.505
Factor 3	3 after reducing dimensions	
	I wish to be different, when compared to my colleagues	.750
	I keep changing my attitude because of the benefit I get being different	.692
	I get stressed and feel guilty easily	.679
	I act differently in various situations due to my involvement in work	.551
	I have a need for personal achievement	.530
	I can minimize my flexibility if I control my emotions	.529

(continued)

Table 5 (continued)

Factor 4 after reducing dimensions				
I feel understanding myself initially can reduce my flexible behavior	.672			
I am satisfied with the technical competency of my team members	.656			
I don't implement changes when necessary	.647			
I like to be the center of attention	.597			
I like to have authority over people	.539			
Factor 5 after reducing dimensions				
I feel my work is not worth my time and energy	.582			
I am extremely cautious while taking a chance	.525			

of construct validity that can be tested to establish the validity of a scale. They are factorial validity, convergent validity and divergent (discriminate) validity. In this study, factorial validity was executed to assess the validity of self-developed survey instrument. So, Exploratory Factor Analysis was performed using 'Principal Component' method, to verify the factorial validity of the scale. As the items reflect different underlying personal qualities of individuals, Principal Component Analysis (PCA) was carried out to distinguish between the personality traits of team leaders. The steps for exploratory factor analysis were processed by choosing the 'extraction' process as 'principal components extraction' based on Eigen values higher than one. Next, 'rotation' was implemented using 'Varimax Rotation' method; giving the below results.

After analyzing the rotated component matrix values, five factors got loaded with Eigen values more than 1. Next, each factor based on the highest values was classified in their respective column. Next, the criteria for selecting items in each factor were fixed. As every item in the rotated component matrix which had a loading of greater than 0.5 were eligible to be grouped under each factor, the same was implemented here. When EFA is applied, items are of ten eliminated that have low loadings on their own factor (e.g. <0.4), or that "cross load" on multiple factors (e.g., at 0.4or higher<sup>17)</sup>. The load scores for the other variables were less than 0.4 or the variables loaded more highly on another factor, which is a general rule of thumb for a significant load score<sup>18</sup>. This led to the formation of five factors with the factor weights greater than 0.5.

As a result of the factorial validity, a scale of thirty-two items as listed above was obtained. Further, an inspection of repetitive items in all the five factors was done, which eliminates duplicity of items in the scale. It was found that there were two items recurring once again among the first factor and second factors. They were 'I am satisfied with the technical competency of my team members', which occurred in the first and the fourth factor; and 'I like to be the center of attention, which occurred in the second and the fourth factor. In order to eliminate recurring items, these two items having low factor weights were expelled. Hence, 'I am satisfied with the technical competency of my team members' was removed from factor 1, which had a low factor loading of 0.554, when compared to its loading of 0.656 in factor 4; and 'I like to be the center of attention' was removed from factor 2, which had a low factor weight of 0.505, when compared to its loading of 0.597 in factor 4.

Further, the items based on the relevant constructs were classified where they belonged to. Eleven items got loaded under leadership namely "I use different leadership styles in different situations, I develop teamwork with my members, I feel efficient when I take good decisions in less time, I don't implement changes when necessary, I provide constant feedback to my members, I provide employees with opportunities for professional growth, I stay fixed on goals despite interference, I communicate effectively with others, I doubt frequently and am less self-assured, I feel my work is not worth my time and energy, and I am satisfied with the technical competency of my team members".

Similarly, again classification was done for the factor loaded items in the personality theme. Nine statements got loaded namely "I get stressed and feel guilty easily, I don't feel good when I am around people, I express my thoughts boldly in any situation, I have active concern for welfare of others, I have a need for personal achievement, I plan my work in advance, I think once before acting or speaking, I like to be the center of attention, and I like to have authority over people". Finally, ten items got loaded under resilience namely "I take risks regularly, I act differently when I view a chance as a challenge, I keep changing my attitude because of the benefit I get being different, I have a great sense of impulsivity, I am extremely cautious while taking a chance, I can minimize my flexibility if I control my emotions, I wish to be different, when compared to my colleagues, I act differently in various situations due to my involvement in work, I

feel understanding myself initially can reduce my flexible behavior, and I can manage my flexible personality by identifying events where I tend to behave differently". Hence, this led to the formation of a thirty item scale, without any repetitions, validating the survey instrument through factorial construct validity.

#### 2.5 Partial Confirmatory Factor Analysis

Control Financing Authority (CFA) is a statistical technique used to verify the factor structure of a set of observed variables. CFA allows the researcher to test the hypothesis that a relationship between observed variables and their underlying latent constructs exists. CFA also offers the added benefit of several overall tests of model fit and additional tests of construct reliability and validity. In this study, partial CFA analysis Pollution Control Financing Authority (PCFA) was conducted to justify the recommendation of testing via CFA on EFA derived model. This technique was implemented in order to determine if there is fitness of the model which was used in this study to explore the resilience in the personality of Gen Y leaders. First, an EFA technique using principal components method was carried out on all the seventeen variables to assay how these variables get grouped into factors and what were the constituents of each factor, as there were six leadership variables, six personality variables and five resilience variables in the study.

From the factor analysis model, the immaculacy of data can be authenticated from the above values. The communalities in Table 6 showed that all values were below 1.0 and the maximum value was 0.593. This confirmed that the factors were adequate and the sample was capable for further exploration. It was apparent from the Eigen values that the first factor accounts for the highest variance i.e. 3.412to the total sample and all the 17 variables had scored Eigen values more than 1.0. This showed high significance and validated the model as the primary step in being a fit model.

From the Figure 4 screen plot, it was visible that there were clearly three Eigen values above the screen, which was consistent with the nature of the data and the model in which it is expected it to be namely leadership, personality and resilience. Next, PCFA were carried out for all these variables using Maximum Likelihood extraction and Direct Oblimin rotation technique. Next, the relationship between all the variables used was computed in the factor analysis by implementing correlation. With respect to these seventeen variables, there were several

Table 6. Communalities

	Initial	Extraction
STYLE	1.000	.593
EFFIC	1.000	.390
PREF	1.000	.562
ATTRI	1.000	.468
PSYCH	1.000	.368
SATFN	1.000	.562
E_S	1.000	.484
EXTRO	1.000	.500
OPEN	1.000	.551
AGREE	1.000	.354
CONSC	1.000	.495
ESTEEM	1.000	.474
PROP	1.000	.509
ATTI	1.000	.405
PERCP	1.000	.385
PREF.R	1.000	.423
MGMT	1.000	.356
Extraction Method: Principal Component Analysis.		

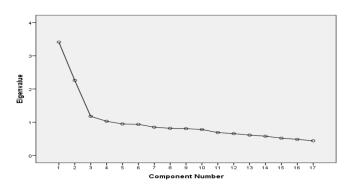


Figure 4. Screen plot showing the Eigen values and the components.

strong and weak relations between different variables. The highest correlation took place with leadership preferences in 0.495, which expounds that they had a mediocre relationship between each other. The personality subsets were not correlated too high with the leadership subsets and similar were the resilience subsets too. This perceived to be a good correlation matrix to perform a PCFA.

The next important Table 7 is the Barlett's test of Sphericity, which gave the approximate Chi-Square value that corresponds to the non-normed Chi-Square. It was

Table 7. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Adequacy.	Measure of Sampling	.797
D 1 1 7 7 6	Approx. Chi-Square	1417.403
Bartlett's Test of Sphericity	df	136
Sphericity	Sig.	.000

Table 8. Goodness-of-fit Test

Chi-Square	Df	Sig.
152.612	88	.000

apparent that there is a large value of  $\chi$ 2 = 1417.403; df = 136. The Barlett's test of Sphericity tested for the hypotheses that there was no correlation within the correlation matrix. From Table 7, it was explicit that if these correlations were all zero, there wouldn't be a significant Chi-Square value of 0.000 which was highly significant. (p < 0.05) and this justified that the original variables were sufficiently correlated. Moreover, the communalities with the estimates correspond to the percentage of variance that each variable contributes to the model. This expounds that 51.4% of the variance is accounted by style to this model.

Next Table 8 described the goodness of fit which is a measure of fit between the hypothesized model and the observed covariance matrix. It was palpable that this had produced a Chi-Square ( $\chi 2 = 152.612$ ; df = 88) with a high statistical significance of p = 0.000. This further paved way to validate that factoring should be continued till the end. Hence, there was a statistically significant GFI which proved that this model was significant and fit too.

Table 9 construed the pattern matrix which has grouped variables according to factors. The first factor can be seen with six variables constituting leadership with a largest factor loading of 0.727; after which it can be seen the non-salient loadings which were close to zero and don't make sense of an association with the first factor. The second factor shows us the highest factor loading of 0.644, comprising of six variables again. Similarly, the third factor can be seen with a highest loading of 0.570, constituting five variables finally. Additionally, there was one important loading that has to be highlighted based on these results here. This table enucleated a mix of variables in these three factors. It was apparent that conscientiousness is not a leadership variable, but still had

Table 9. Pattern Matrix

		Factor	
	1	2	3
STYLE	.727	.088	097
PREFERENCES	.710	.065	091
ATTRIBUTES	.486	045	.084
CONSCIENTIOUSNESS	.450	.275	.165
EFFICACY	.414	087	.109
SATISFACTION	.183	001	.176
RESILIENCE PROPENSITY	095	.644	010
SELF-ESTEEM	144	.461	036
RESILIENCE ATTITUDE	.157	.453	085
RESILIENCEPREFERENCES	.079	.453	.162
RESILIENCE MANAGEMENT	.130	.374	.044
RESILIENCE PERCEPTION	.109	.328	140
EXTROVERSION	.073	084	.570
EMOTIONAL STABILITY	038	123	.514
OPENNESS	.016	.272	.395
AGREEABLENESS	.220	.139	.302
PSYCHOLOGICAL DIMENSIONS\	.227	234	.279

Extraction Method: Maximum Likelihood. Rotation Method: Oblimin with Kaiser Normalization. a. Rotation converged in 9 iterations.

Table 10. Factor Correlation Matrix

Factor	1	2	3
1	1.000	.235	.454
2	.235	1.000	087
3	.454	087	1.000

Extraction Method: Maximum Likelihood. Rotation Method: Oblimin with Kaiser Normalization.

been associated with those variables in the first factor. Similarly, attitude is a leadership variable that had got associated with resilience and psychological dimensions is a leadership variable that had got associated with personality. This is an important finding in the study.

Finally, the next Table 10 elucidated the factor correlation matrix which described the level of relationship amidst these three factors. Here, the Direct Oblimin rotation technique had identified correlations that were moderate in magnitude. It was apparent that the first factor had a positive and mediocre relationship with the

Table 11. Descriptive Statistics

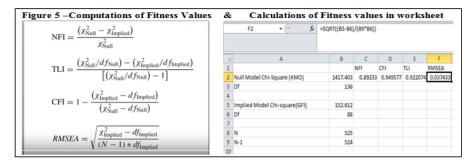
	N	Minimum	Maximum	Mean	Std. Deviation
SQR	153	.00	.01	.0011	.00184
Valid N (list-wise)	153				

second and third factors. This proved that leadership was positively associated with personality and resilience. The second factor had a negative and very weak level of relationship with the third factor; which might be perplexing. This stated that there was a negative relationship between personality and resilience; and a positive relationship between personality and leadership. Similarly, the third factor had a negative and weak relation with the second factor and a moderate relation with the first factor. This expounds that there was a positive relation between resilience and leadership, whereas there was a negative relationship between resilience and personality. This negative correlation was a by-product of the fact that the third factor produced negative factor loadings for all the personality variables, which can be cognized in Table 9.

Next, the Kaiser-Meyer Olkin (KMO) Barlett's test of Sphericity value i.e.  $\chi 2 = 1417.403$ ; df = 136 and the GFI value i.e.  $\chi 2 = 152.612$ ; df = 88 is used to get the PCFA index values which corresponds exactly to the close fit index values that can be seen in the CFA studies. The below formulas were used to calculate the index values. The null model Chi-Square was inferred from the KMO Barlett's test of Sphericity Chi-Square value and the implied model Chi-Square were obtained from the Goodness of Fit Chi-Square value. The GFI Chi-Square values were always smaller than the KMO's Chi-Square values. An excel sheet was used to calculate the values of National Foundation for India (NFI), CFI, TLI and Root Mean Square Error of Approximation (RMSEA) accordingly.

From the PCFA tables, the values for Normed Fit Index, Comparative Fit Index, Tucker-Lewis Index values, and Root Mean Square Error of Approximation were obtained. There is no definitive measure to determine whether the model fits the data, researchers usually use a variety of fit measures to substantiate that a given model fits the data well19. It was apparent that the NFI value is 0.892 which was a good score that suggested that the three factor solution was supported.

The CFI appeared to fit well with a reported value of 0.949, where a CFI value of .90 or larger was generally



**Figure 5.** Computations of Fitness values and Calculations of Fitness values in worksheet.

considered to indicate acceptable model fit20. TLI is also above 0.90 with a value of 0.922 which confirms that this model was acceptable. RMSEA was a reasonable fit because values of .06 or less were deemed reasonable<sup>21</sup>. Based on the scores (0.037 < .06 RMSEA) it appeared that this model had been validated and found to meet reliability requirements for its use in the research of Millennial leaders.

Finally, the Standard Root Mean Square Residual (SRMR) value was calculated using the residual values which were obtained from the reproduced correlations matrix. The residuals were squared and the mean values were found to be 0.0011. This was the SRMR value which was intensively less than a value of .08 or less being indicative of an acceptable model<sup>22</sup>. Hence, the demarcation criteria was accepted and this model had proved fit for further studies based on NFI, CFI, TFI, RMSEA and SRMR values.

The last step to complete is the glance at the non-salient loadings that appear in the Table 9 i.e., pattern matrix. In this matrix, the criteria to ensure was that these loadings aren't too huge in number. They should be associated with a mean of zero and should be relatively normally distributed. This was cross-checked using a histogram where the mean of the salient loadings was zero, and it showed a normal distribution, with no outliers with large values. Therefore, this model fitted perfectly to be studied further. The values of CFI, TFI and RMSEA were commonly used scores specifically in Confirmatory Factor Analysis, which was used in this technique also. Since all the above measures had suitable fitness values, there is a greater hope that Confirmatory Factor Analysis framework can be preceded using an Oblique factor model.

#### 2.6 Scale Reliability

Further, after collecting data from pilot study, this data was entered into SPSS 21.0, and tried to find out the reliability and validity of the revised questionnaire. The reliability

Table 12. Overall Reliability Score of the Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.824	.808	85

Table 13. Factor-wise Reliability Scores

Reliability Statistics					
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items		
Factor 1	.862	.872	11		
Factor 2	.847	.857	6		
Factor 3	.847	.848	6		
Factor 4	.856	.875	5		
Factor 5	.724	.749	2		

test using Cronbach's Alpha method was performed, which is the most common measure to check the internal consistency of a scale.

The above results showed that the alpha co-efficient for eighty-five items was 0.824. As the reliability co-efficient of 0.70 was generally considered acceptable for reliability tests, the results suggested that the scale had a high internal consistency. This scale consisting of five factors and thirty statements were again run through reliability test for each factor to confirm the overall reliability of the instrument. The results of factor-wise reliability tests are given below.

As all the factors had reliability scores above 0.7 as seen above, the final version of the survey instrument was formed to survey the Gen Y team leaders. This questionnaire was further implemented for collecting data to assess the leadership traits, personality attributes and resilience of Gen Y in the workforce.

Initially, an extensive analysis of several research works was carried out earlier, which revealed an aperture that we couldn't get a handful of solid research works relating to this area. One of the partial desideratum of this study was to prepare a survey instrument which would be useful to organizations to measure the leadership skills, personality traits and resilience in their personalities. Since the variance in personalities and Gen Y leaderships were not adequate in literature, this area proved to be a domain of wide possibilities for future expedition for research. As this scale has been validated through exploratory factor analysis and found reliable through Cronbach's alpha tests; this scale was implemented for surveying respondents and collecting data. A stratified proportionate random sampling method was implied to survey 662 Millennial leaders in the I.T industry, wherein only 554 survey forms were received back, with a response rate of 83.6%. In these 554 questionnaires, only 525 survey forms were valid with all entries complete and noted. Hence, the feedbacks of 525 respondents are assimilated and their opinions are reflected in the form of data analysis below.

# 2.7 Intriguing the Impact of Personality Traits on the Resilience Propensity of Gen Y leaders

The unique concept of this study is that the flexibility/ resilience in the personality of Gen Y leaders is assessed whether it can be portrayed as an augury or for tune to the organization. Literally, when organizations expect more and more from employees, it diminishes their capability and leads to emotional exhaustion. This results in a change of attitude towards work, paving way to hat redness to perform any better. When the attitude keeps on changing, it leads to change in behavior and personality. When there are fluctuating personalities in leader, the organization gets influenced to a higher extent. This is referred as resilience (variance) in personality. In this background, it is proposed that resilience in personality of millennial leaders pose as a risk to the organization9. With this context of earlier literature findings, there is a quest to explore if resilience can really be termed as risks and in this backdrop, the propensity, attitude, perception, preferences and management of Gen Y leaders are analyzed, with a perspective of risk to the organization. This study comprises of several research questions in which one of them is to explore if the attitude to be resilient is significant with the personality traits of young leaders in

organizations. The hypotheses are formulated based on this research question as below:

Ho: There is no statistically significant relationship between the personality traits and the resilience propensity of Gen Y leaders. Ha: There is a statistically significant relationship between personality traits and the resilience propensity of Gen Y leaders.

To examine the above research question, Ordered probit modeling technique is deployed to identify the strength of the effect that the independent variables have on a dependent variable. It helps to understand how much the dependent variable changes, when the independent variables are changed. The probit model assumes normal distribution of the probability of the categories of the dependent variable, when logit assumes the log distribution. So, the predictors are fixed to be personality traits of Gen Y leaders, i.e. their emotional stability, extraversion, openness, agreeableness, conscientiousness, and their self-esteem; while the criterion is the outcome variable i.e. resilience propensity. Earlier, there are previous literature works measuring propensity based on the personality traits of individuals<sup>23</sup>. The composite scores of three items are taken which measure the propensity i.e. 'I take risks regularly, I act differently when I view a chance as a challenge, I keep changing my attitude because of the benefit I get being different' for better accuracy. The outputs are as below.

Table 14 expounds how good the regression model is once it is fitted it to the data and whether it accurately classifies the data or not. It gives the -2 log likelihood for the intercept-only and final models. The marginally significant chi-square statistic (p<.0005) indicates that the Final model gives a marginal improvement over the baseline intercept-only model. This enucleates that the model gives mediocre predictions by just guessing based on the marginal probabilities for the outcome categories. Therefore, the personality trait of Gen Y leaders substantially predicts their tendency to be resilient in the workplace.

Table 14. Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	1384.311			
Final	1263.958	120.353	94	.035
Link function: Probit.				

Table 15. Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	852.279	1034	.001
Deviance	753.221	1034	1.000
Link function: Probit.			

Table 16. Pseudo R-Square

Cox and Snell	.179
Nagelkerke	.181
McFadden	.041
Link function: Probit.	

The next Table 15 illustrates the goodness of fit test which contains the Pearson's chi-square statistic. From this table, it is explicit that the null hypothesis stating that there is a good fit is rejected as p (.001)  $< \alpha$  (.005). So, it can be concluded that all the personality traits cannot be used to predict the resilience propensity of Gen Y leaders.

Table 16 provides Nagelkerke's R2, which is one of significant pseudo R square values. This indicates that the personality traits of Millennial leaders explains for a 18.1% of variance in their resilience propensity. This is reasonable as it can be expected because there are numerous other characteristics that influence the tendency to be resilient, many of which will be much more important predictors instead of their association with personality traits. It is highly important to note that this does not negate the fact that there is a statistically significant and relatively large difference in the resilient propensity between different personality traits of young leaders.

Table 17 is the core output table that summarizes specifically the relationship between the explanatory variables i.e. personality traits and the outcome i.e. resilient propensity. It is apparent from the table that four out of six personality traits are statistically significant at different levels with p < .05. To delve deeper, those Gen Y leaders who strongly agreed with emotional stability (Sig. = 0.021) had higher tendency towards resilient propensity, p < .05. This infers that for a one unit increase in emotional stability (i.e., going from 0 to -1), we expect an increase (0.622)in the odds of being in a negative level of propensity (-2.942), given all of the other variables in the model are held constant. This deciphers that emotionally stable Gen Y leaders strongly agree that their tendency to be resilient depends on their personality traits.

Moreover, those Gen Y leaders who agreed with extraversion (Sig. = 0.047) had moderate tendency towards resilient propensity, p < .05. This infers that for a one unit increase in extraversion (i.e., going from 0 to 1), we expect an increase (0.310) in the odds of being in a negative level of propensity (-1.797), given all of the other variables in the model are held constant. This deciphers that extraverted Gen Y leaders agree that their tendency to be resilient depends on their personality traits.

Next, those Gen Y leaders who agreed with conscientiousness (Sig. = 0.048) had moderate tendency towards resilient propensity, p < .05. This infers that for a one unit increase in conscientiousness (i.e., going from 0 to 1), we expect a decrease (-.972) in the odds of being in a negative level of propensity (-1.797), given all of the other variables in the model are held constant. This deciphers that conscientious Gen Y leaders agreed that their tendency to be resilient depends on their personality traits.

Finally, with respect to the last significant personality trait i.e. self-esteem; Gen Y leaders who neither agreed nor disagreed on self-esteem (Sig. = 0.000) had higher tendency towards resilient propensity, p < .05. This infers that for a one unit increase in self-esteem (i.e., going from 0 to 1), we expect a decrease (-.847) in the odds of being in a negative level of propensity (-.735), given all of the other variables in the model are held constant. This deciphers that Gen Y leaders who were high on self-esteem neither agreed nor disagreed about their tendency to be resilient.

Table 18 construes a test of proportional odds assumption underlying the ordinal model. In this case, since p > .05, we accept the assumption of proportional odds. Moreover, the chi-square statistics given above for the Test of Parallel Lines is exactly the same as that given for the omnibus test of the 'goodness of fit' of the whole model. Hence, it can be concluded that there is a significant relationship between personality traits and resilience propensity, where personality traits as a predictor is successful in predicting the amount of tendency to be resilient at work. This was similar to the earlier findings where it was found that propensity significantly correlated with dark personality<sup>23</sup>.

## 2.8 Expounding the Role of Leadership in Managing the Resilience of Gen Y leaders

The unique concept of this study is that the flexibility/ resilience in the personality of Gen Y leaders is assessed whether it can be portrayed as an augury or fortune to the

Table 17. Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confid	ence Interval
							Lower Bound	Upper Bound
Threshold	[PROPENSITY = 1]	-2.942	.304	93.666	1	.000	-3.538	-2.346
[PROPENS	ITY = 2]	-1.797	.284	41302	1	.000	-2.354	-1.241
	[PROPENSITY = 3]	735	.279	7.993	1	.006	-1.282	189
	[PROPENSITY = 4]	.428	.279	3.973	1	.334	120	.976
	[PROPENSITY = 5]	1.261	.291	18.768	1	.000	.690	1.831
	[EMOTIONALSTABILITY=1]	.622	.270	5.319	1	.021	.093	1.150
	[EMOTIONALSTABILITY=2]	.176	.149	1.399	1	.237	116	.468
	[EMOTIONALSTABILITY=3]	.180	.171	1.115	1	.291	154	.515
	[EMOTIONALSTABILITY=4]	.199	.130	2.359	1	.125	055	.454
	[EMOTIONALSTABILITY=5]	0a			0			
	[EXTRAVERSION=1]	.029	.231	.016	1	.900	424	.482
	[EXTRAVERSION=2]	.310	.156	3.938	1	.047	.004	.616
	[EXTRAVERSION=3]	.250	.182	1.901	1	.168	105	.606
	[EXTRAVERSION=4]	069	.118	.336	1	.562	301	.164
	[EXTRAVERSION=5]	0a			0			
	[OPENNESS=1]	304	.243	1.567	1	.211	779	.172
	[OPENNESS=2]	240	.156	2.357	1	.125	547	.066
	[OPENNESS=3]	313	.177	3.132	1	.077	660	.034
	[OPENNESS=4]	141	.121	1.353	1	.245	379	.097
T+:	[OPENNESS=5]	0a			0			
Location	[AGREEABLENESS=1]	609	.443	1.889	1	.169	-1.477	.259
	[AGREEABLENESS=2]	034	.183	.034	1	.854	392	.325
	[AGREEABLENESS=3]	017	.193	.008	1	.929	395	.361
	[AGREEABLENESS=4]	142	.123	1.336	1	.248	383	.099
	[AGREEABLENESS=5]	0a			0			
	[CONSCIENTIOUSNESS=1]	261	.498	.275	1	.600	-1.238	.715
	[CONSCIENTIOUSNESS=2]	972	.495	4.145	1	.048	-1.942	001
	[CONSCIENTIOUSNESS=3]	333	.268	1.825	1	.224	859	.192
	[CONSCIENTIOUSNESS=4]	098	.203	.383	1	.647	495	.299
	[CONSCIENTIOUSNESS=5]	0a			0			
	[ESTEEM=1]	-1.412	.303	21.788	1	.000	-2.006	819
	[ESTEEM=2]	877	.265	10.964	1	.001	-1.396	359
	[ESTEEM=3]	847	.264	10.520	1	.000	-1364	330
	[ESTEEM=4]	349	.258	1.930	1	.208	855	.158
	[ESTEEM=5]	0a			0			
Link functi	on Prohit	•	•	•			•	•

Link function: Probit.

a. This parameter is set to zero because it is redundant.

organization. Literally, when organizations expect more and more from employees, it diminishes their capability and leads to emotional exhaustion. This results in a change of attitude towards work, paving way to hat redness to perform any better. When the attitude keeps on changing, it leads to change in behavior and personality. When there are fluctuating personalities in leader, the organization gets influenced to a higher extent. This is referred as resilience (variance) in personality. In this background, it is proposed that resilience in personality of millennial leaders pose as a risk to the organization9. With this context of earlier literature findings, there is a quest to explore if resilience

Table 18. Test of Parallel Lines

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null	2347.572			
Hypothesis				
General	1768.483	579.089	385	.000

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Probit.

can really be termed as risks and in this backdrop, the propensity, attitude, perception, preferences and management of Gen Y leaders are analyzed, with a perspective of risk to the organization. This study comprises of several research questions in which one of them is to explore if the attitude to be resilient is significant with the personality traits of young leaders in organizations. The hypotheses are formulated based on this research question as below:

Ho: There is no significant difference in managing resilience of Gen Y leaders based on their leadership traits in the workplace. Ha: There is a significant difference in managing resilience of Gen Y leaders based on their leadership traits in the workplace.

**Table 19.** Descriptive Statistics

	Mean	Std. Deviation	N
I feel understanding myself initially can reduce my flexible behavior	3.4000	1.18837	525
I can manage my flexible personality by identifying events where I tend to behave differently	3.4724	1.15650	525
LEADERSHIP	3.9230	.50808	525

Table 20. Correlations

Control	Variables		I feel understanding myself initially can reduce my flexible	I can manage my flexible personality by identifying events where I tend to	LEADER SHIP
			behavior	behave differently	
	I feel understanding	Correlation	1.000	.297	.115
	myself initially can reduce	Significance (2-tailed)		.000	.009
	my flexible behavior	Df	0	523	523
	I can manage my flexible	Correlation	.297	1.000	.155
-none-ª	personality by identifying events where I tend to behave differently	Significance (2-tailed)	.000	•	.000
		Df	523	0	523
	LEADERSHIP	Correlation	.115	.155	1.000
		Significance (2-tailed)	.009	.000	
		Df	523	523	0
	I feel understanding myself initially can reduce	Correlation	1.000	.284	
		Significance (2-tailed)		.000	
LEADER	my flexible behavior	Df	0	522	
SHIP	I can manage my flexible	Correlation	.284	1.000	
	personality by identifying	Significance (2-tailed)	.000		
	events where I tend to behave differently	Df	522	0	
a. Cells co	ontain zero-order (Pearson)	correlations.			

To examine the above research question, partial correlations using 'Zero Order' method is deployed to measure of the strength and direction of a linear relationship between two continuous variables whilst controlling for the effect of one or more other continuous variables. The predictors are fixed to be the overall composite score of leadership traits of Gen Y leaders, while the criterion is the outcome variable i.e. resilience management. Earlier, studies on the same context had used partial correlations to find that risk management is associated with leadership effectiveness. It was found that leadership was 3.19 times more correlated with perceptions of risk management effectiveness which indicated good governance<sup>18</sup>. With certainty to the study, we intrigue managing resilience based on two items namely 'I feel understanding myself initially can reduce my flexible behavior, and 'I can manage my flexible personality by identifying events where I tend to behave differently. The output is as follows.

From Table 19, the descriptive statistics show that there was no missing data since the recorded sample size, N = 525, is the same as the number of participants that took part in the study. Gen Y leaders almost agreed (mean score of 4 i.e. 3.92 represents the Likert scale value for 4 which is agree) that leadership has a significant impact on effective management of resilience.

It is explicit from Table 20 that there is a highly statistically significant, moderate, positive correlation between both the management variables (r(523) = .297, n = 525,p = .000). This suggests that "leadership" had very little influence in controlling for the relationship between both the resilience variables. Also, it is palpable that there is a moderate, positive partial correlation between understanding oneself initially (3.40 ± 1.18) and identifying events on behaving differently (3.47 ± 1.15) whilst controlling for age (3.92  $\pm$  .50), which is highly statistically significant, r(522) = .284, N = 525, p = .000. Hence, there is a statistically significant relationship between leadership and resilience management.

## 3. Discussions and Conclusion

Initially, the analysis was started with the first resilience measure i.e. resilience propensity where Ordered Probit Modeling was used to assay if there is any a statistically significant relationship between personality traits and the resilience propensity of Gen Y leaders. There is a highly significant chi-square statistic in the regression analysis which indicates that personality traits play a vital role in predicting resilience propensity. Personality traits of Millennial leaders explains for a substantial amount of variance (18.1%) in their resilience propensity. There is a statistically significant and relatively large difference in the resilient propensity between certain specific personality traits of Gen Y leaders, i.e. emotional stability, extraversion, conscientiousness and self-esteem. Emotionally stable Gen Y leaders strongly agree that their tendency to be resilient depends on their personality traits. Extraverted Gen Y leaders agree that their tendency to be resilient depends on their personality traits. Conscientious Gen Y leaders agreed that their tendency to be resilient depends on their personality traits. Gen Y leaders who were high on self-esteem neither agreed nor disagreed about their tendency to be resilient. There is a significant relationship between personality traits and resilience propensity, where personality traits as a predictor is successful in predicting the amount of tendency to be resilient at work. This was similar to the earlier findings where it was found that propensity significantly correlated with dark personality<sup>23</sup>.

Further, resilience management is determined on exploring the effect of leadership using Zero Order Partial Correlation technique. It is hypothesized that there is a significant difference in managing resilience of Gen Y leaders based on their leadership traits in the workplace. It is found using the zero order analysis that Gen Y leaders agreed that leadership has a significant impact on effective management of resilience. There is a highly statistically significant, moderate, positive correlation between both the management variables i.e. I feel understanding myself initially can reduce my flexible behavior' and 'I can manage my flexible personality by identifying events where I tend to behave differently'. This suggests that "leadership" has very little influence in controlling for the relationship between both the resilience variables. The results of partial correlation show that there is moderate, positive partial correlation between understanding oneself initially, and identifying events on behaving differently; whilst controlling for age. This is consistent with the previous findings in literature that leadership quality influences the ability to manage effectively18. Hence, it can be foresaid that leadership has a significant and positive relationship with resilience management. But, it is also to be noted that this impact is not too huge, as there is only a moderate correlation score of 0.284, which enucleates that there is definitely an impact of leadership on resilience management, but not to a very great extent. Leadership dimensions play a most influential rolein making up a good mentor or manager and articulating the vision.<sup>24</sup>

To conclude, Resilience is regarded as not fixed but dynamic, changeable over time, and dependent on interactions among various factors surrounding the individual<sup>4</sup>, as mentioned earlier. A higher level of resilience is linked not only to adaptive behaviors but also to a physiologically and psychologically balanced growth<sup>5</sup>. Hence, resilience can be explained as the flexibility or fluctuation over a process, which can be connected to the study as the fluctuation or variance in the personality of Millennial leaders. With this cognition, resilience in personality of millennial leaders may be categorized as a threat to the organization. This is due to the fact that when personality is changed continuously, it leads to the instability of a leader. The nature of resilience affects the capacity of the individual to remain stable under stress and to tolerate the uncertainties required in leadership positions<sup>6</sup>. This results in his inefficacy of accomplishing organizational mission. This finally paves way to a total failure for both the organization and the leader.

With this context, there was an exploration whether there is resilience in the personality of Millennial leaders, whether does the level of resilience keep fluctuating and whether this may pose as an impendence to organizations. Finally, it was discovered from the analysis results that personality traits of Millennial leaders explain for a substantial amount of variance (18.1%) in their resilience behavior. The extraversionary traits of personality have gained significant importance in the study, because Extraverted Millennial leaders agree that their tendency to be flexible/resilient depends on their personality traits. A majority of the Gen Y leaders tend to be riskseeking rather than being risk-averse. This emphasizes the discovery that even after knowing that having fluctuating personalities may pose as a threat to their work profiles, Gen Y leaders still prefer to pursue this variating resilience in their personality. Therefore, it can be acknowledged that the variation in the resilience of Millennial leader's personality certainly poses as a threat to the organization. This is a greatest discovery from this analytical research, which organizations should give due consideration in order to avoid breakdowns in the future. This also paves way to prove the hypothesis mentioned earlier in the study i.e. there is a significant congruence between Millennial leaders personality traits and their effaceable leadership, it is highly possible to quantify the resilience of Gen Y leaders as it has been summated by

crystallizing a new survey instrument; and finally, there is resilience in Millennial leader's personality which pose as an impendence to organizations worldwide.

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