

2021

Leadership Styles of Millennials and Organizational Effectiveness in Business Consulting Organizations in Lebanon

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Walden University

College of Management and Technology

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Hiba Hamade

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Walden University
2021

Abstract

Leadership Styles of Millennials and Organizational Effectiveness in Business

Consulting Organizations in Lebanon

by

Hiba Hamade

MPhil, Walden University, 2019

MA, American University of Beirut, 2013

BBA, Beirut Arab University, 2006

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

May 2021

Abstract

The engagement of millennials in organizations today is growing fast, and they are expected to be major change makers in organizations by 2025. The purpose of this quantitative study was to explore how leadership styles of millennials and gender influence organizational outcomes in terms of extra effort, effectiveness, and satisfaction in business consulting organizations in Lebanon. The theoretical framework was based on the full range leadership model developed by Bass and Avolio. This model focuses on three different leadership styles: transformational, transactional, and laissez-faire. Organizational outcomes is a composite of three subscales including extra effort, satisfaction, and effectiveness. This quantitative study used Survey-Monkey to administer online data collection using the Multifactor Leadership Questionnaire (MLQ 5X-Short) Leader Form, a validated and reliable survey research instrument. Sixty-eight participants representing the millennial generation completed the survey. The data were analyzed using descriptive statistics and multiple regression analysis. The results of this study showed a statistically significant relationship between transformational and transactional leadership styles and organizational outcomes. The results also showed no significant relationship between laissez-faire and organizational outcomes and no significant relationship between gender and organizational outcomes. This study may drive positive social change at the individual, organizational, and societal levels by increasing awareness of leadership differences that may contribute to individual growth and enhance organizational outcomes. Improved awareness of generational differences may influence opportunities to build and nurture productive relationships and environments.

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Dedication

This study is dedicated to a dear friend who inspired and encouraged me throughout my journey years. My doctoral journey was full of challenges and without you Nour, this would be an impossible mission. Thank you for believing in me and for your never-ending support. My Nour, you are amazing!

This study is also dedicated to my parents, for their care and support. I learnt from them essential life lessons. My dreams are limitless but it is time for them to distinguish that my doctoral journey is a reality. I am waiting eagerly for the moment that they will recognize me as Doctor. Dreams do come true, have faith!

Acknowledgments

I would like to thank my dissertation committee chair Dr. Sheryl Kristensen, committee member Dr. Nikunja Swain, and URR member Dr. Howard Schechter for their time and effort invested in this research study. I am grateful to them all for their commitment and assistance for completing this study. I specifically want to thank my chair Dr. Sheryl Kristensen for her consistent guidance, support, and patience throughout the process. Her kindness and support played an important role in my progress throughout my journey. I am lucky to know her. THANKYOU!

I would like to thank my friends who supported me during this long journey that was full of endless challenges. Without their encouragement and motivation, this achievement would be impossible. I thank also my classmates who provided me guidance and feedback along my way. Finally, thankyou God for giving me the strength, knowledge, and patience for achieving my dream goal.

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Chapter 1: Introduction to the Study

Leaders are facing new challenges with today's rapid changes in the market ranging from technological advancements, economic crisis, global competition, and managing a diverse workforce. According to Behie and Henwood (2018), the workforce is composed of diverse generations: the silent generation, baby boomers, Generation X, and Generation Y or millennials. The integration of the millennial generation into the workforce may cause changes in the dynamics of the work environment. With this generational cohort shift, leaders must understand how to manage and facilitate collaboration for achieving organizational success.

This research study helps address the challenges that leaders face with managing generational differences and directing today's diverse workforce. This study provides insights about leadership styles and their relationship with organizational outcomes. Addressing these challenges may drive positive social change on the individual level and organizational environment. In this chapter, I present a discussion about the background of the study, problem statement, purpose of the study, research questions and hypotheses, and theoretical foundation. The chapter continues with the nature of the study, definitions of terms, assumptions, scope and delimitations, and limitations. I conclude the chapter with the significance of the study, significance to theory and practice, significance to social change, and a summary.

Background of the Study

Scholars and practitioners recognized the impact of generational differences in the workforce and how these changes may raise the need for evolving leadership theories

(Anderson et al., 2017). It is the first time in history where organizations define four generation cohorts of employees in the work environment working together (Calk & Patrick, 2017). Studies indicated that leaders in organizations struggle to understand the different needs and working styles of the four distinct generations. Anderson et al. (2017) pointed out that millennials are younger workers with different expectations, personalities, and attitudes, creating unique challenges for organizational leaders. Those differences require continuous evaluation of management practices and theories of management and leadership. The presence of millennial employees calls for revisiting theories so they speak to today's generational gap challenges.

Meola (2016) pointed out how organizations are constantly experiencing challenges due to the rapidly changing environment and, recently, due to the integration of the younger generation into the workforce. Leaders are finding it difficult to build relationships with millennial employees and bridge the gap among all generation cohorts. Calk and Patrick (2017) indicated that leaders are unable to lead effectively because organizations are struggling to understand the different needs and working styles of the four distinct generations. To achieve long-term success, leaders must be able to manage a multigenerational workforce and identify the diverse beliefs, work ethics, values, and expectations of the diverse workforce.

Veingerl Čič and Šarotar Žižek (2017) introduced the importance of finding ways to balance the needs and views of different generational cohorts for overcoming the negative outcomes arising from generation gaps. Intergenerational management is an essential factor in organizational success and the psychological well-being of employees.

Studies have highlighted the lack of awareness among leaders about the management of a generationally diverse workforce, especially that leaders appear in the role of mediators between the generations. Maamari and Saheb (2018) provided groundwork for future research about the significance of leadership style on performance, but such research is limited in Lebanon. The integration of female workers into the workplace has attracted attention towards gender diversity and the need for further adjustments to leadership theories to speak to this evolution. In today's environment, leaders play a crucial role in helping the organization to adapt to changing cultures. Organizations need effective leaders who understand the complexities of the rapidly changing environment.

Leadership is an important area of research where there are limited studies that attempt to address the role of leadership styles on organizational performance and the impact of leadership style on variables such as satisfaction, effectiveness, and team performance (Nazarian et al., 2017). Singh and Gupta (2015) recommended future research about generational diversity and how generational differences influence team and organizational dynamics. Considering the different styles of different generations working together, leaders must find ways to bridge the generational gap and manage the potential conflicts and disharmony caused by generational differences to develop a healthy work environment.

Problem Statement

The engagement of millennials in organizations today is growing fast (Singh & Gupta, 2015). Millennials are driving change, and by the year 2025, millennials will represent 75% of the workforce (Meola, 2016). The generational shift towards the

millennial cohort is increasing the generational work differences in the organizational environment (Singh & Gupta, 2015). The millennial cohort is one of four distinct generations in the current workforce (Calk & Patrick, 2017). Millennials or Generation Y were born after the year 1982, creating the largest generation today (Calk & Patrick, 2017). The millennial generation differs in their personalities, work values, and work interactions from previous generations leading to complexities in directing today's workforce (Anderson et al., 2017). The generation gap in the workplace may impact communication, task coordination, and performance productivity (Singh & Gupta, 2015). Millennials are bringing new ideas, behaviors, and viewpoints that may create work relationships and team building conflicts (Anderson et al., 2017). Anderson et al. (2017) further posited that millennials are known for their individual goals, digital age communication, and work-life balance rather than focusing on organizational commitment.

Gender diversity may play a role in an organization's efforts to leverage its leadership capabilities (Javidan et al., 2016). The integration of women in the workplace has attracted attention in organizations (Maamari & Saheb, 2018). Women are still underrepresented and face challenges that prevent them from reaching top-level management (Maamari & Saheb, 2018). With this indicated, gender differences create a competitive work environment influencing job satisfaction and performance rate (Meola, 2016).

Managers or leaders must meet the challenge of managing a diverse workforce (Calk & Patrick, 2017). Organizations need to adopt leadership and management styles

that complement the millennials' work style to succeed (Thompson & Gregory, 2012). The underlying problem is that managers or leaders are facing challenges in managing diversity and facilitating collaboration in a dynamic workplace (Myers & Sadaghiani, 2010). Managers and leaders do not understand how millennial leadership styles and gender in business consulting organizations influence organizational outcomes in terms of extra effort, effectiveness, and satisfaction (Maamari & Saheb, 2018; Nazarian et al., 2017). Nazarian et al. (2017) indicated that there is a gap in literature because studies have showed conflicting results about the role of leadership styles on organizational performance. Samuel and Mokoaleli (2017) recommended future research in the areas of leadership and gender roles.

Purpose of the Study

The purpose of this quantitative correlational study was to examine how millennial leadership styles and gender in business consulting organizations influence organizational outcomes in terms of extra effort, effectiveness, and satisfaction in Lebanon. The Multifactor Leadership Questionnaire (MLQ 5X–Short) Leader Form survey is an instrument used to study the relationship between the variables. The two independent variables in this study were gender and leadership styles. The leadership styles were divided into three categories: transformational, transactional, and laissez-faire leadership, while the dependent variable was organizational outcomes in terms of extra effort, effectiveness, and satisfaction (Jelača et al., 2016).

Research Questions and Hypotheses

The research questions and associated hypotheses were as follows:

RQ1: What is the relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H₀₁: There is no significant relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H_{a1}: There is a significant relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

RQ2: What is the relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H₀₂: There is no significant relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{a2}: There is a significant relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

RQ3: What is the relationship between laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H₀₃: There is no significant relationship between the laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{a3}: There is a significant relationship between the laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

Theoretical Foundation

The current study was based on the theoretical framework established first by Bass (1985) and then developed by Bass and Avolio (1993). The framework consists of three leadership behavior styles known as laissez-faire, transactional leadership, and transformational leadership (Tejeda, 2001). Transactional leadership consists of the components contingent reward and active management by exception. Transformational leadership consists of the components idealized attribute, idealized behavior, inspirational motivation, intellectual stimulation, and individualized consideration. Laissez-faire leadership consists of the components passive management-by-exception and avoiding involvement (Jelača et al., 2016). Bass and Avolio (1993) designed the MLQ (5X-Short) Leader Form survey instrument for analyzing the relationship between the different leadership styles and organizational outcomes: extra effort, effectiveness, and satisfaction (Jelača et al., 2016). Effective leadership styles develop a healthy work environment and impact organizational outcomes (Jelača et al., 2016). A detailed explanation is provided in Chapter 2.

Nature of the Study

I used the quantitative method in this research to examine the relationship between leadership styles and organizational outcomes. The quantitative method is based on numerical data collection, measuring variables, and testing hypotheses (Park & Park, 2016). The independent variables were leadership styles and gender, while the dependent variable was organizational outcomes. Data collection was based on a survey method. The recruitment process included posting the survey link on a professional business management consulting LinkedIn group for identifying the potential participants. The participants participated voluntarily, and data was collected from millennials working in consulting organizations. I used the collected responses for data analysis.

I used the online administered MLQ (5X –Short) Leader Form survey, a validated research instrument developed by Bass and Avolio (1993), in the study. I used Survey-Monkey to administer the survey tool. The demographic section was included in the survey to identify the gender, age, and industry type of participants. The statistical SPSS software was essential for analyzing the collected data from the participants through Survey-Monkey. I analyzed data using multiple linear regression. The choice of the quantitative method aligned with the research questions. The methods are discussed further in Chapter 3.

Definitions

The definitions for key terms that were used in the study were as follows:

Leadership: The ability of leading and directing individuals, teams, or an organization. Leadership reflects communicating a vision, taking the initiative, and

influencing others towards achieving organizational goals (Dartey-Baah, 2015; Dimitrov & Darova, 2016).

Leadership styles: The patterns of behavior and manners that are performed by leaders when directing and managing groups of individuals (Dimitrov & Darova, 2016).

Transformational leadership: A leadership style that directs the performance of their employees towards efficiency and teamwork. Transformational leaders are people-oriented and inspire and encourage their employees towards a dynamic working environment full of optimism and innovation. Transformational leaders show flexibility and adaptation to change (Dartey-Baah, 2015; Dimitrov & Darova, 2016).

Transactional leadership: A leadership style that directs the performance of employees towards applying the work guidelines and policies. Transactional leaders are task-oriented, focus on the process of rewards and punishments. Transactional leaders prefer following a routine scope of performance based on exchange tasks (Dartey-Baah, 2015; Dimitrov & Darova, 2016).

Laissez-faire leadership: A leadership style that reflects the absence of leadership behavior. Laissez-faire leaders are passive and avoid contribution, giving their employees independence in performing their tasks (Tejeda, 2001).

Millennial generation: A group of individuals belonging to the generation cohort known as millennials or Generation Y, born between 1982 and 1999 (Calk & Patrick, 2017).

Multifactor Leadership Questionnaire (MLQ-5X): A validated survey instrument, MLQ (5X-Short) Leader Form survey, that measures the leadership styles of

transformational, transactional, and laissez-faire developed by Bass and Avolio (1993; Samanta & Lamprakis, 2018).

Organizational Outcomes: The results of organizational performance that may be measured through intangible factors: extra effort, effectiveness, and satisfaction (Nazarian et al., 2017).

Gender: The roles of females and males.

Assumptions

Assumptions are statements that are likely to happen and accepted as true by the author of the study without proof (Theofanidis & Fountouki, 2019). For this study, I assumed the availability of a sufficient number of participants willing to participate. I assumed that participants would meet the selection criteria and represent the targeted sample. I assumed that the MLQ survey instrument measures the research variables efficiently because the instrument has been used in several studies and has been determined to be valid and reliable. I assumed that participants completed the survey truthfully and transparently. I assumed that participants understood the survey questions and dedicated time for responding seriously. The survey was delivered electronically, and I assumed participants had easy access to their computers and internet. The survey responses were assumed to be confidential, and the collected individual responses remained anonymous.

Scope and Delimitations

Scope

The scope of a research study explains the parameters within which the study will focus in terms of specific variables and sample size (Theofanidis & Fountouki, 2019).

The scope of this study was limited to the participants of the millennial generation working in Lebanon in consulting organizations. A random selection of participants completed the MLQ (5X-Short) Leader Form survey. The number of the targeted sample size was determined by G*Power software. The survey was web administered and accessible to the participants by posting the link on LinkedIn webpages of consulting groups. I analyzed the collected data responses from the survey using the statistical SPSS software program. The survey results were kept confidential and archived. The results of this study were not to be generalizable to other leaders and employees of other organizations. The results may be helpful to other organizations in the guiding process of examining their leadership practices.

Delimitations

According to Theofanidis and Fountouki (2019), delimitations are boundaries set and controlled by the author of the study for examining the purpose and research questions of the study. In this study, I focused on examining the relationship between leadership styles and organizational outcomes for millennial generation members working in consulting organizations in Lebanon. Applying the quantitative method, the MLQ survey developed by Bass and Avolio (1993) is one of the research tools used for aligning with the theoretical framework and research questions. The variables in the

study were leadership styles, organizational outcomes, and gender. Data collected from the survey and the demographic section were used for studying the leadership styles of transformational, transactional, and laissez-faire and the organizational outcomes of extra effort, effectiveness, and satisfaction. The results of the study contributed to the leadership and management areas of knowledge.

Limitations

This study faced several limitations. Limitations of a study are imposed restrictions that are usually out of the researcher's control and are associated with the type of the research design (Theofanidis & Fountouki, 2019). One of the main challenges in this study was limiting the targeted sample of participants to the millennial generation employed in business consulting organizations and of a specified regional area that was Lebanon. The potential challenge was reaching the minimum number required of participants, especially given that Lebanon is passing through a severe economic crisis due to COVID lockdown and devaluation of currency. An additional risk was having a fair percentage of responses between males and females, especially given that gender was one of the research variables. The MLQ survey tool may have created limitations to the study. The MLQ survey is composed of 45 closed-ended questions. The participants might have found the survey too long and submitted incomplete responses or showed unwillingness in participation. The survey questions are closed-ended questions where the participant may provide inaccurate responses because of personal biases or may prefer more elaborative questions. Internet and technological devices created additional limitations to the study. Participants might have faced technical errors when accessing the

survey link or while responding, leading to incomplete surveys and self-reporting errors. The additional risk might be facing technical software errors because data responses, collection, and analysis depend on web administered survey and statistical software. Finally, the results of the study were interpreted carefully and cannot be generalized to a different region or broader population. The study did not include the thoughts of all populations but can be replicated within the country.

Significance of the Study

Managing millennials is a challenging opportunity and a learnable skill (Hershatter & Epstein, 2010). Leaders or managers managing generational diversity is a key factor for surviving today's competitive environment (McDaniel & DiBella-McCarthy, 2012). It is important to identify the workplace characteristics of each generation. The generational differences in the workplace influence the organizational outcome and job satisfaction and may cause conflicts within the work relationships (Veingerl Čič & Šarotar Žižek, 2017).

Intergenerational leadership is a vital element for encouraging cooperation and transferring knowledge among the different generations in the workplace (Veingerl Čič & Šarotar Žižek, 2017). Organizations must implement communication and collaboration systems as a strategy for developing a supportive working culture. Managers or leaders must create new management frameworks for encouraging employee engagement (Hershatter & Epstein, 2010).

Significance to Theory and Practice

The outcome of this quantitative study added new knowledge to the area of leadership and management. Managing millennials and studying their leadership styles suggest reevaluating the current leadership theories. Organizations still applying the traditional leadership theories may limit their growth and success (Anderson et al., 2017). With the findings of this study, leaders in organizations may learn the extent of how leadership styles of transformational, transactional, and laissez- faire impact organizational outcomes. This study can be replicated in other areas of organizations to show the importance of effective leaders in leading and ensuring a collaborative working environment. The performance of the organization can be affected by the leadership style applied and by the employee performance.

Organizational success depends on the ability to cope with the market needs (Dobrovič & Timková, 2017). Organizations are trying to deal with several types of change, mainly workforce demographics and diversity (Dobrovič & Timková, 2017). Organizations need efficient leaders who can influence millennials and understand gender diversity (Holmberg-Wright et al., 2017). Managers or leaders in the organization have to know how to manage the differences in the workforce in terms of gender, generations, behavior, and leadership styles. The results of this quantitative study may lead to practical applications for engaging millennials and creating harmony in a diverse workplace. The findings of this study help in presenting recommendations for designing and developing strategies related to how to manage and balance among the different generations in the workplace.

Significance to Social Change

The results of this study presented positive social change for scholar-practitioners as they research new methods and business processes in the field of multigenerational cooperation (Veingerl Čič & Šarotar Žižek, 2017). The support of organizations drive positive social change on the individual level by providing millennials the opportunity of networking and applying reward programs for encouraging both genders to perform better (Maamari & Saheb, 2018; Talley & Temple, 2015).

The results may bring positive social change on the organizational level by creating harmony, encouraging manager-employee or employee-employee mentoring relationships, and establishing a positive atmosphere of cooperation (Veingerl Čič & Šarotar Žižek, 2017). Additional findings from this study contribute to social change by enhancing networking and building trust in the workplace for achieving organizational goals and maximizing productivity (Anderson et al., 2017).

The knowledge gained as a result of this study impacts positive social change where organizations develop self-assessment strategies, a responsible social committee for reducing health, economic, and environmental harm. Leadership may focus on developing potential future leaders, attracting employees, and building networking channels beyond the borders for competing globally (Nazarian et al., 2017).

Summary and Transition

I started Chapter 1 with an introduction, followed by a brief overview about the background of the study, problem statement, and purpose of the study. I introduced the research questions and hypotheses that show alignment with the purpose of the study. I

introduced the Bass and Avolio (1993) theoretical framework followed by presenting the quantitative method applicable for the nature of the study. I defined key terms in the definitions section followed by stating the assumptions, scope and delimitations, and limitations of the study. Finally, I provided the significance of studying the literature gap and how this study contributed to theory and practice and impacts social change.

In Chapter 2, I provide more details regarding the literature search strategy for finding relevant articles and journals. I present the theoretical framework of Bass and Avolio (1993) that supports the research study. The theoretical framework describes the leadership styles of transformational, transactional, and laissez-faire leadership styles and the organizational outcomes. I present literature review sections of generational cohorts, generation gap, leadership, challenges in managing a diverse workforce, and gender diversity. I conclude Chapter 2 with literature review sections of leadership styles and organizational outcomes, followed by a summary.

Chapter 2: Literature Review

In this chapter, I provide a review of the literature for the proposed quantitative correlational study of how millennial leadership styles and gender in business consulting organizations influence organizational outcomes in Lebanon. The problem addressed in the study was that managers or leaders are facing challenges in managing diversity and facilitating collaboration in a dynamic workplace (Myers & Sadaghiani, 2010). Managers and leaders do not understand how millennial leadership styles and gender in business consulting organizations influence organizational outcomes in terms of extra effort, effectiveness, and satisfaction (Maamari & Saheb, 2018; Nazarian et al., 2017). The purpose of this quantitative study was to explore how leadership styles and gender influence organizational outcomes in business consulting organizations in Lebanon. In this chapter, I present the literature search strategy section, theoretical framework section, followed by the literature review and summary. The literature review includes subsections on generational cohorts, generation gap, leadership, challenges in managing a diverse workforce, gender diversity, leadership styles, and organizational outcomes. In this study, I explored whether there is a statistically significant relationship between leadership styles, gender, and organizational outcomes.

Literature Search Strategy

Use of the search strategy resulted in ideas about the research leadership models, methodologies, techniques, and instrumental tools relevant to the topic. The review of the relevant literature began with a search of several websites and databases: Google Books, Google Scholar, the Mind Garden website, corporate websites, and Walden Library

databases. These initial searches helped in narrowing down the research topic and generating a focused research problem statement and purpose. The search results focused mainly on the Walden Library databases, specifically Thoreau Multi-Database Search, EBSCOhost, and ProQuest Dissertations.

The literature search included the following search terms: leadership styles, millennial engagement, generation gap, change in workforce, and organizational outcomes. Some search terms were combined, such as different generations and leadership styles, millennials and diverse workforce, leadership styles and gender diversity, leadership and theories, manage diversity and generation cohorts, and leadership styles and quantitative. The search included additional exploration for alternative search terms such as change management, organizational change, women role, leadership diversity, transformational leader, and employee engagement.

The comprehensive literature search provided a wide range of resources. The decision criteria for selecting the right resources focused on the following points: peer-reviewed articles and journals published within the past five years that were relevant to the research topic and retrievable through DOI or URL according to APA standards. The selected quantitative peer-reviewed articles provided insights about the different statistical tools, analysis tables, and visuals that might support similar research studies.

The search process followed was essential for finding sources that supported the research study. The resources provided literature for defining the theoretical framework of the study. The Walden University Library database offered valuable sources for peer-reviewed articles, journals, and dissertation samples. The Mind Garden website provided

the MLQ manual upon purchase that supports the instrumental tool for measuring the research study variables. The exhaustive research using diverse sources added value to the research topic and resulted in the progress of the study.

Theoretical Foundation

The focus of the study was on how millennial leadership styles and gender influence organizational outcomes in business consulting organizations in Lebanon. This research study was based on the theoretical framework defined first by Bass (1985) and later developed by Bass and Avolio (1993) that focused on the concepts of transformational, transactional, and laissez-faire leadership styles. According to Cuadrado et al. (2012), leadership style is defined as the patterns of behavior that are demonstrated by leaders. Leaders used to focus on the classic leadership styles such as autocratic versus democratic and task orientated versus relation oriented. Bass (1985) suggested the need to shift from traditional theories based on exchange and develop leadership theories that focus on achieving a high level of performance. Bass indicated that leaders play a role in producing changes in their followers' attitudes, influence their diligence and enthusiasm, and encourage them to meet the challenges of their jobs.

Researchers have examined the different leadership styles and the combining elements of these styles. Dimitrov and Darova (2016) described leadership styles as the process in which the leader behavior is defined. Transformational leadership is described as the process that directs the performance of followers towards teamwork and organizational efficiency. Transactional leadership, meanwhile, is a process of rewards and punishments based on the exchange tasks assigned by leaders to their followers.

According to Antonakis et al. (2003), the original theory of Bass defined four transformational components and two transactional leadership components. Bass and his colleague worked on expanding the theory and included five transformational components and two transactional components. The developed theory included also a third type of leadership of two components known as laissez-faire that describes the absence of leadership (Bass & Avolio, 1993).

The full range leadership theory developed by Bass and Avolio (1993) describes the different behaviors of leaders and focuses on three leadership styles: transformational, transactional, and laissez-faire (Antonakis et al., 2003). Tejada (2001) pointed out that transformational leadership comprises idealized attribute, idealized behavior, inspirational motivation, intellectual stimulation, and individualized consideration. A transformational leader is able to build trust through idealized attribute, build cooperation through idealized behavior, inspire others through inspirational motivation, encourage others through intellectual stimulation, and provide support through the individualized consideration component. Tejada (2001) also pointed out the key components of transactional leadership, which are contingent rewards and active management by exception. Contingent rewards is a behavior based on rewards, while active management by exception involves monitoring and taking corrective actions. Finally, Tejada (2001) defined the two components of laissez-faire leadership, which are passive management by exception and avoiding involvement. Leaders follow a passive attitude of late responding known as passive management-by-exception and avoiding involvement.

Studies have shown that leadership styles help some organizations to evolve and others hinder their development. According to Nazarian et al. (2017), transformational leadership showed positive correlation with organizational performance, whereas laissez-faire leadership showed negative correlation. According to Samanta and Lamprakis (2018), transformational leaders improve organization's and workers' effectiveness and efficiency impacting a strong positive correlation with work commitment and job satisfaction transformational. Transactional leaders also influence positive correlation with job satisfaction and effectiveness. Laissez-faire has a negative impact on results such as effectiveness, commitment, and job satisfaction. Samanta and Lamprakis (2018) pointed out that despite the differences, the two leadership styles, transformational and transactional, are complementary to each other. The coexistence of both leadership styles can bring better results for the organization.

In this research study, the concepts and variables of Bass and Avolio's (1993) theoretical framework helped in studying the relationship between the leadership styles and organizational outcomes in business consulting. The dependent variable was organizational outcomes while the independent variables were gender and leadership styles of transformational, transactional, and laissez-faire attributes. According to Muchiri et al. (2011), this theoretical framework contributed a better understanding of leadership perceptions at individual, work team, and organizational levels. The selected variables were essential for interpreting the impact of leadership on the organizational environment and individual behavior. Antonakis et al. (2003) indicated that MLQ (5X-Short) is the foundation of a leadership survey that supports Bass and Avolio's (1993)

model and measures its attributes. According to Nazarian et al. (2017), there was a need to understand how leaders influence traits, behaviors, and organizational performance commitment. Leadership is an essential factor for organizations to consider as a competitive advantage for surviving uncertainty and managing change.

Generational Cohorts

The introduction of millennials to a workplace containing multiple generational cohorts has increased the complexity of organizations (Behie & Henwood, 2018). Today, the work environment encompasses members of several generations: the silent generation, baby boomers, Generation X, Generation Y or millennials, and, most recently, Generation Z (Behie & Henwood, 2018; Lucian, 2015). Generational differences among these groups are creating pressure in the workplace and affecting work dynamics. There is a need for organizations to study the dynamics of the changing workforce and determine sustainable solutions for reducing skill gaps and tensions between groups. As the World Economic Forum has pointed out, companies' success relies on their ability to meet the challenges brought by changes in the workplace and determine their future staffing requirements (Behie & Henwood, 2018).

In 2025, according to the World Economic Forum, millennials will represent 75% of the workforce (Meola, 2016). Calk and Patrick (2017) claimed that millennials—those born between 1982 and 1999, sometimes referred to as GenY, nGen, or GenMe—differ from members of other generations in several ways. As such, they argued, leaders must approach these employees differently than members of other generational cohorts. Millennials focus on individual needs, seek personal productivity, and value job

satisfaction. Members of this group tend to be well educated and are known for their technology experience. Millennials rate a favorable environment, the opportunity to make a difference, and the possibility of promotion as important. As these descriptions indicate, millennials have different attitudes toward work commitments than some of their predecessors, and leaders are facing the challenge of managing a diverse workforce that includes many members of this group to achieve long-term organizational success.

Generation Gap

Anderson et al. (2017) contended that each new generation contributes novel ideas, ways of looking, and behaviors. Indeed, in entering the workforce, millennials have introduced new attitudes, personalities, and work values. They have exhibited unique work skills, and they have challenged work norms. With this generational shift in the workplace, the effectiveness of classic leadership theories has decreased, leading to a need to develop leadership theories for leading millennials effectively. As Agrawal (2017) pointed out, when generationally diverse employees work together, conflicts may result. It is necessary to understand the strengths and complexity of each generation to apply the correct management style to address these conflicts and achieve success.

According to Moore et al. (2014), the members of the millennial generation differ from those of other generational cohorts in terms of workplace expectations, attitudes, and organizational outcomes. Researchers have explored the implications of generational gaps in relation to millennials in an effort to gain new knowledge on leading individuals in contemporary organizations. The mentioned authors investigated generational cohort differences in the workplace as seen in two groups of employees: (a) professionals (white

collar, largely college educated) and (b) production workers (blue collar, not college educated). Both groups included members of the Gen Y, Gen X, and baby boomer generational cohorts. Using an online survey, they gathered data from a sample of 2,799 workers in the same organization (professional Gen Y, $n = 145$; production Gen Y, $n = 168$; professional Gen X, $n = 208$; production Gen X, $n = 536$; professional baby boomer, $n = 483$; production baby boomer, $n = 1,259$). The data indicated that factors other than generational differences, such as work experience or maturation effects, might impact current workplace expectations. In other words, findings suggested that job-specific experiences may override generational differences.

The findings of the research study discussed here show that generational differences are more prominent and influence current workplace dynamics more than job experiences. In a study of private-sector organizations in Delhi and the National Capital Region (NCR) in India, Agrawal (2017) used a sample consisting of 80 participants each from Gen X and Gen Y who occupied various levels of management. Using a 5-point Likert-type scale, they gathered data from these generational cohorts on personality factors and organizational commitment. The study analysis showed that for Gen Y, organizational commitment may be associated with organizational factors rather than personality traits. Organizational factors such as work environment, supportive culture, rewards, and recognition may influence Gen Y employees. In contrast, members of Gen X showed that organizational commitment may be associated with personality development, and providing priority for implementing organizational values and systems that determined their commitment level.

Managers, leaders, and human resources (HR) practitioners must design organizational strategy and HR practices to meet the needs and expectations of employees in order to motivate them to achieve better organizational performance (Agrawal, 2017; Anderson et al., 2017). Understanding the diverse needs of employees of different generations and the influence of external factors on employees is helpful in managing a multigenerational workplace. Effective leadership involves matching the leadership skills, personalities, and situations in an organization. Intergenerational differences in attitudes and values within today's workforce may lead to a crisis as current leadership theories become less applicable to the landscape of organizations in the 21st century.

Leadership

Leadership is an essential factor that contributes to the wellbeing of the organization (Odumeru & Ifeanyi, 2013). The concept of leadership involves taking an initiative, influence, common goals, and working in teams (Dartey-Baah, 2015). Leadership is the ability of guiding a group of people and influencing team members towards achieving a set of goals (Nazarian et al., 2017). An individual playing a leader role is committed in driving a high employee performance and developing a positive attitude within the organizational environment. The performance of leaders and employees will drive the organizational performance and growth. According to Stoll (2017), an effective leader has an important role in understanding today's complex changes in the organizational environment. Effective leader emphasizes on bonding the relationship between leaders and followers. Effective leader shows responsibility in

responding to the challenges and has the ability to take action and find solutions. A leader has to follow a vision, facilitate collaboration, and control resources. Leaders play the role of actors or change agents in their leadership positions. In their role of change agents, leaders implement their skills of problem solving and infusion of new ideas that are coherent with their strategic goals.

Successful leaders have to continue learning from their failures and mistakes (Akers, 2018). Leaders have to stay in connection with their surrounding people and share experiences with their followers. Not every leader hired in a leadership position is considered a successful leader especially that nowadays leadership is evolving. Leaders are facing the challenge of managing and directing diverse generations in the workforce. Leaders have to be ready for surprises and open for change. Akers (2018) highlighted that a leader, mastering the right leadership skills, has the potential of leading in any setting. A leader is an individual having the right list of experiences combined with the correct list of personality characteristics. Leaders must have the ability to develop their curiosity, to identify the values they support, and understand their own identity and beliefs. Leaders may drive leadership towards success when finding their passion, sense of community, and inspiring talented people. By this, leaders have to experience the knowledge for creating new opportunities and finding new ways to approach situations. Effective leaders will create an environment of improvements and adaptations for reaching a high-performance level.

Stoll (2017) emphasized on developing connections and social networks for facilitating leadership. Leaders have to build rapport with their employees and develop

connections with other leaders. Opening communication channels help in sharing and learning new knowledge that facilitate dealing with change and finding alternatives. The vital part of leadership is finding new opportunities that are coherent with the organizational vision and system. Leaders must communicate clearly their goals and make sure that employees are involved and supportive. Leaders have to focus on engaging their employees within the organizational processes and decisions rather than only imposing rules. The pattern of encouraging employees in participation help in facing and dealing with challenges.

Belet (2016) expressed that effective leaders create opportunities for developing the talents of their employees and developing their work performance. Implementing leadership development programs such as action learning is a new strategy applied within organizations where leaders are willing to develop the leadership skills of their employees. The application of this strategy is helpful in developing leadership skills such as creating a collaborative and cohesive atmosphere, individual and team creativity, and solving complex problems. The action learning is applied as a challenge-response to organizations willing to become more competitive in less time and less money. The action learning presents benefits at the individual level (leadership skills), at the team level (teambuilding), and the organizational level (medium/long-term benefits). In other words, the action learning contributes to leadership development through four points: importance to the person, an opportunity to practice, feedback from others, and self-reflection. This is a way where leaders enhance their employees' competencies and interpersonal skills.

Challenges in Managing a Diverse Workforce

Today, the presence of diverse generation cohorts within the organizational workforce is creating challenges in managing the workforce (Becton et al., 2014). Generational cohort groups differ in workplace behaviors because they differ in social, historical, and life experiences. Those differences would affect individuals' attitudes and values. Failure to identify and deal with generational differences will lead to intergenerational workplace conflicts, misunderstanding, and poor working relations. Becton et al. (2014) conducted a study in Western culture identifying whether the three generational cohort groups –baby boomers, Gen X, and millennials- differ in the workplace due to common generational stereotypes. He specified that some generational stereotypes state that generations differ in terms of job values and organizational commitments. While other stereotypes show that generations differ due to their characteristics such as personal values and attitudes. The participants of this study were job applicants from a variety of positions in two different hospitals located in the southeastern United States. A total of 8,128 jobseekers participated in the sample study. According to Becton et al. (2014), the study was designed to support three hypotheses: 1. boomers will exhibit fewer job mobility behavior than GenXers and millennials. 2. boomers will show more instances of compliance with work rules and experience fewer terminations than GenXers and millennials. 3. GenXers will represent less willingness to work overtime than boomers and millennials. The multiple regression analysis was applied for analyzing the hypotheses although the response options were of ordinal measurement level. The results of the study show that generational stereotypes are not

always consistent with workplace behaviors even though that generational differences exist in the workplace. Other individual differences such as life stage experience may play a role in workplace behaviors rather than the effect of belonging to a generational cohort. Organizations should be cautious in applying HR strategies for the values and characteristics of each generation rather than applying general strategies to all cohorts. HR strategies have to be flexible in addressing the values and behaviors of all employees rather than generational cohorts. The organizations have to redesign practices and policies in a way that supports managing workers from different generations.

Each generation has its own set of values, expectations, and communication style (Sarraf, 2019). For example, communication is one of the key elements for a successful business (Behie & Henwood, 2018). Leaders have to implement systems for effective communication strategies to avoid misunderstanding. Older generations prefer formal communication while younger generations prefer fast and informal contact. Leaders have to identify the correct handling management styles for leading these generations in the organization (Sarraf, 2019). It is an essential factor to understand the differences and similarities of each generation in order to deal with their diversity. Heyns and Kerr (2018) supports that changing workforce demographics is an essential concern for leadership. The possibility of having four generations working together has added diversity as well as complexity in the workplace. The authors of this study examined the relationship between multigenerational workforces and employee motivation within a South African workplace setting. The target population in this study consists of employees of a Rand water pump station located in Gauteng Province, South Africa. The

results of the multiple regression analysis of a Likert scale questionnaire showed that leaders have to develop an inclusive environment, types of communication, and types of involvement in decision -making. The organization will function well depending on its people and strategies applied. Motivational organizational contexts are related to the psychological needs of the employees and their satisfaction. Building a mutual respect and trust between the employees and their leaders develop a satisfied work environment. Leaders have to invest in knowing the perspectives of their employees, opening discussions, and listening to their concerns and motivational needs. When leaders exert supportive behavior, then employees will experience satisfaction and willingness to learn and contribute to organizational goals. Leaders failing to meet the employee expectations will develop a negative working culture full of tension and stress. It is advised for organizations to create a friendly environment and increase the activities of team bonding interaction among the employees of different generations. Leaders have to know that employees in organizations are to be treated as individuals of different tastes and interests.

The integration of new generation into the workforce creates a challenging work environment (Stewart et al., 2017). This may affect productivity challenges if changes will not accommodate employees of different expectations and attitudes. Generations will differ in terms of education, communication styles, technology, and work behavior. By becoming more aware of the characteristics and preferences of their diverse workforce, organizations can build cross – generational strategies. Glazer et al. (2019) indicated the importance of working closely and understanding the employees of different generation

groups in the workplace. The workplace culture of team efforts and close communication will affect the performance of employees. This would be helpful to identify ways for reducing tension and achieving high performance. According to the generational cohort theory, individuals belonging to the same cohort timeframe share similar experiences, values, and norms. Different generational cohorts have different expectations regarding the workplace environment, how they have to behave as employees, how to be managed, and how to lead others. These sources of expectations are a source of intergenerational conflicts. Glazer et al. (2019) discussed the survey results of the study gathered through social media outreach on the relationship between employee development (ED) and organizational commitment (OC). The aim of the study was exploring the relationship between the variables across generational cohorts. The results did not show that millennials are less committed to their organization than GenXers. Hence, GenXers show more emotional commitment than millennials due to the decisive role of employee development opportunities. Stewart et al. (2017) highlighted the importance of finding opportunities for engaging employees despite the differences. He stated that the millennial generation is the only generation cohort that does not link organizational commitment with workplace environment. Leaders are up to a new challenge in managing their diverse workforce where they have to understand the differences. Leaders accordingly have to develop their leadership skills, leadership styles, communicate effectively, and build a positive workplace environment for maintaining success. Efficient leaders may result in bringing employees together even if belong to different generations and create a dynamic group of values and experiences.

Gender Diversity

Samuel and Mokoaleli (2017) pointed out the debating question addressed in leadership literature reviews: Females or Males are better leaders in the management of organizations. The origin of the debate refers back to the stereotype practices in the leadership literature that indicate that males are more suitable for management roles than females. Gender- role stereotypes indicate that managerial or leadership roles are masculine rather than feminine. There is a belief that men show more power and influence in their leadership roles. In contrast, females are dependent on feminine and biases features.

Men are still showing dominance in their leadership roles (Tlaiss & Kauser, 2019). This gender gap still exists in the Arab world, although women represent a large pool of talents. Women in the Arab world, and specifically Lebanon, are facing challenges in advancing their experience due to socio-cultural values. The values embedded in the patriarchal culture hinder women's career choices and rarely offer them a decision-making role. Lebanon is characterized by a patriarchal system that defines gender roles, traditionally assigning women to domestic roles as mothers and wives. These strict gender roles and patriarchal cultural norms are barriers to women's experience in the workplace. In effect, Lebanese women occupy lower management positions and are discouraged from decision-making or leadership roles due to their caregiving and support traits.

Maamari and Saheb (2018) pointed out the attention of the Lebanese workforce to female involvement in business organizations. Although females are reaching high levels

of education and developing their personal skills, females are still underrepresented in the top management levels and facing promotional challenges for reaching high-level leadership roles. The gender inequality in the upper-level roles still reflects the lack of appropriate leadership style for female leaders. The job market is currently changing and showing the support of resizing the number of female leaders in high level positions. Leaders have to find ways for fair participation and to provide support for advancing women in their careers. The acceptance of gender diversity in organizational culture boosts the dynamics and performance of the organization.

Jizi and Nehme (2017) specified the importance of hiring female directors on corporate boards and changing the landscape of the business environment. The existence of female representation on board has a positive influence on transparency and financial returns. The involvement of female directors provides a diverse pool of talents, experiences, networking connections, and decision makings. The gender diversity board provides a heterogeneous composition for a better understanding and managing business complexity. It is time to amend the organizational structure and move from the traditional all-male boards to gender-diverse boards. Female directors bring new creative ideas and innovative strategic decisions that might help change the traditional set of solutions. The female role might be better than male understanding in some business segments.

Leadership Styles

Leadership style is the combination of characteristics and patterns of behavior that are performed by leaders when interacting with their team groups and individuals (Dimitrov & Darova, 2016). Leadership styles reflect the kind of relationship that is

exercised between leaders and followers for achieving common goals (Al Khajeh, 2018).

The three leadership styles that involve interaction with employees are transformational, transactional, and laissez-faire. Each leadership style has its own characteristics and level of power that affects the interactions with others (Maamari & Saheb, 2018).

Transactional leadership is limited to relationships of basic exchanges between the leader and employee. With transformational leadership, this type of relationship encourages employees to develop a long term relationship of trust and respect with their leaders.

Laissez-faire leadership shows the lack of relationship between a leader and employees (Maamari & Saheb, 2018; Samanta & Lamprakis, 2018). Leaders and their leadership styles play a role in managing their employees and impact their working performance.

Veliu et al. (2017) focused on the importance of the relationship between leadership styles and employee performance. Their research showed that leadership style is a factor that influences the attitudes of employees and their organizational commitment, which in turn impacts the success of an organization. The scope of the study was extended to employees in all hierarchy levels in 50 organizations. The study applied a quantitative method using a survey questionnaire of Likert scale for collecting data. The data was analyzed by the multiple regression technique using the *F* test and by the Cronbach alpha reliability coefficient. The results of the correlation analyses showed that whilst some leadership styles can have a positive influence on the level of employee performance, such as the case of transformational leadership, others have a negative influence such as the transactional leadership and laissez-faire leadership styles. The

leadership styles of leaders do make a difference and have a significant impact on performance.

Silva and Mendis (2017) studied the influence of leadership styles on employee commitment using the MLQ survey but the data analysis showed different results. The authors studied the impact of the different forms of leader behaviors on individual outcomes. The results of the study presented descriptive statistics of the demographic questions such as gender, education level, age, and number of years working in the organization. The relationship between the variables leadership styles and employee commitment was analyzed using the two-tailed Pearson correlation analysis. This provided the correlation coefficients for determining the strength of the relationship and the p value determined the significance of the relationship. The analysis showed a strong positive relationship between transformational leadership and employee commitment with $r = 0.872$. While the analysis showed a weak significant positive relationship between transactional leadership and employee commitment with $r = 0.257$. Also, the analysis showed a weak significant negative correlation between laissez-faire leadership and employee commitment with an $r = -0.375$. This indicated that transformational and transactional leadership styles can be complementary to each other in the work environment. Developing programs and trainings for encouraging both types of leadership styles, transformational and transactional, will improve the performance level of employees. Leaders play a role in developing employee commitment by sharing knowledge, encouraging creativity, and building trust.

Maamari and Saheb (2018) showed the importance of leader's style and the influence of leadership style on employee and team's performance in organizations. Employee performance is an important factor and building block of collective efforts with team members for achieving organizational goals. Leaders usually prefer to work with a coherent and homogeneous group. This study applied a quantitative method of questionnaire style where leaders from the Middle East participated. The data collected from different companies was used to run a correlation and regression analysis for studying the impact of leadership style on performance. The results showed that the variable gender is positively weakly correlated with organizational performance. The data showed that organizational culture is important for females and influence their performance more than males. This means that performance maybe influenced by factors such as leadership style and organizational culture. The analysis of this study was unexpected and showed that older employees were more affected by the leadership style exercised by their leader compared to younger ones. A leadership style adopted by a leader might have a negative influence on the performance of employees who do not follow a similar style. For that matter, leaders need to develop the skills of employees through trainings in order to acquire the culture of acceptance and adaptation.

Yang (2015) raised the concern of viewing laissez-faire leadership style as an inefficient style that is opposite to transformational and transactional leadership styles. The research studies showed that leadership is an important factor, while laissez-faire leadership style reflects absence of leadership. Yang (2015) contradicted the idea of considering laissez-faire as a leadership style neglecting the needs of the followers. This

type of leadership may generate positive outcomes rather than assessing as a negative destructive type. Laissez-faire leadership can be viewed as a respect from the leader when providing employees their freedom of exercising their duties and tasks. This might lead to developing an innovative environment and empowering self-leadership during the absence of authority power. The noninvolvement of the leader on daily basis might be a strategic choice for encouraging collaboration and supporting teamwork. This study highlighted the possibility of positive outcomes generated by laissez-faire leadership style. The effectiveness of leadership style depends on how followers perceive the behavior of the leader.

There is no best leadership style that can be applied in all organizations (Dartey-Baah, 2015). The leader has to choose the applicable leadership style depending on the approach and circumstances. Some leaders are capable of creating a trusting environment whereas others tend to create a more stressful environment. Employees consider transformational leaders as inspirational, creative, risk takers, and innovative. This leadership style boosts employee performance and develops a positive and optimistic working environment. It is also effective with change, because transformational leaders engage with their followers and seek to change existing patterns and goals for adapting and creating new environments (Dartey-Baah, 2015). Unlike transformational leadership style, transactional leadership style describes a give and take type of relationship between the leader and employees, where the exchange of punishments and rewards are applied upon meeting the expected performance (Odumeru & Ifeanyi, 2013). This means that employees following the directions of their leaders will receive rewards while those

opposing the rules will be punished. Dartey-Baah (2015) pointed out that transactional leadership is a traditional model of leadership that is effective in crises and emergencies and ensures achieving a set of goals through strict control and policies. The main difference between both leadership styles is that transactional leadership style focuses on the basic organizational functions, while transformational leadership style focuses on the development of their employees who are considered the main drivers of productivity (Dartey-Baah, 2015). A compelling mix of both leadership styles in the organization may lead to a new approach, the resilient leadership approach.

Organizational Outcomes

Organizational performance is a measure of success that maybe either financial outputs or providing services (Nazarian et al., 2017). Organizational performance is evaluated by tangible factors such as profits, sales, and equity turnover or by intangible factors such as product development. The organizational performance is achieved based on effort, satisfaction, and effectiveness. Leadership behavior is a factor that influences the organizational performance where it is essential to study how leaders act and influence their followers. Nazarian et al. (2017) conducted a research study to show a statistically significant relationship between leadership styles and organizational performance. The study applied the quantitative method and used an online questionnaire as a collection technique for data collection. The questionnaire included demographic questions and the MLQ 5X survey questions developed by Bass and Avolio (1993). Correlation and regression analysis were used to test the hypothesis. The results showed a statistically significant positive correlation between transformational leadership style and

organizational performance and same for transactional leadership style and organizational performance. In contrast, the results showed a statistically significant negative correlation between laissez-faire leadership style and organizational performance. The results indicated that leadership styles play a role in directing the organization forward and accomplishing their goals. Those accomplishments cannot be achieved without the efforts of the employees. The role of leaders is supporting and developing their employees by sharing knowledge and offering trainings in order to improve leadership practices and organizational performance. Employees exercising satisfaction in their work environment will show extra effort and effectiveness while performing their job tasks. Leaders may consider exercising both leadership styles depending on the situation in order to satisfy the low-level needs of their followers with transactional leadership as well as motivating the followers with transformational leadership for developing their fullest potential performance.

Al Khajeh (2018) also studied the impact of leadership styles on organizational performance applying the quantitative research design. The study measured the responses collected from employees of random selection using a 5 point Likert scale. The reliability of the data was measured using Cronbach's Alpha reliability coefficient. The Pearson correlation and regression analysis showed a negative relationship between transactional leadership style and organizational performance. This means that transactional leaders do not encourage their employees to perform better and stimulate high turnover intention. Unlike transactional leadership style, transformational leadership showed a positive impact on organizational performance where this type of leaders encourages their

employees to perform better. Descriptive statistics also showed that transformational leadership style is preferable than transactional leadership style. This is indicated when comparing the mean scores of transformational leadership style ($M = 3.998$) and the mean scores of transactional leadership styles ($M = 3.128$). This indicates that organizational performance is associated with the leadership style and they have both a positive and a negative impact on the performance influence. In this study, the results of the transactional leadership style showed a negative relation with organizational performance contradicting different results of research studies. It is important for a leadership style to offer opportunities to employees and offer them the chance to participate in the decision-making. It is recommended that leaders focus on using the transformational leadership styles in the organizations for improving the organizational performance.

The authors Madanchian et al. (2017) indicated that leadership effectiveness is a key factor for determining the success or failure of the organization. Leadership effectiveness is not limited only to the behavior of the leaders and their relationship with the followers but also includes measuring the consequences of the leader's actions. Some of the outcomes for assessing the leader effectiveness are: group performance and attaining the goals, follower's job satisfaction, follower's willingness to put extra effort and improve performance, and follower's evaluating their leader effectiveness. A good leader will develop a positive work environment where followers will show teamwork and performance effectiveness. Effective leaders will use specific leader behaviors and skills for creating the best performance at all levels of the organization. Maamari and Saheb (2018) indicated that organizations focus on leadership as a competitive advantage

for improving their organizational effectiveness. Leadership sets the rules for supporting collective efforts, employee-employee relationship, and employee-leader relationship. In other words, leaders play a role in finding ways to overcome the challenges and to direct its employees towards supporting the mission and vision of the company.

Summary and Conclusions

The generational shift in the organizational workforce brings new challenging forces for leaders (Putriastuti & Stasi, 2019). Millennials are bringing different values and expectations compared to previous generation cohorts. Leaders have to be aware of the millennial differences in the work environment. Leaders have to implement new strategies for managing the diverse workforce efficiently and achieving organizational standards and performance. It is time for assessing the current leadership theories and developing new leadership models that match the organizational changes.

In this chapter, I reviewed the relevant literature for a quantitative study of how millennial leadership styles and gender in business consulting organizations influence organizational outcomes. I provided the theoretical framework that supports the research study. The literature review included the different leadership styles identified in Bass and Avolio's (1993) leadership framework, the different generational cohorts and generation gap, the challenges of millennial engagement in the workforce, and the effect on organizational performance. The literature review identified also gender diversity and the challenges of managing a diverse workforce.

In Chapter 3, I provide details about the research design and rationale for applying the quantitative method in this study. I provide details about methodology in

terms of population, targeted sample, and sampling procedures. I also identify the terms of recruitment, participation, and data collection. I conclude the chapter with sections about data analysis plan, any threats to validity, and ethical concerns.

Chapter 3: Research Method

The purpose of this quantitative study was to explore how leadership styles and gender influence organizational outcomes in business consulting organizations in Lebanon. As described in Chapter 1, I selected Bass and Avolio's (1993) theoretical framework to study the relationship between the leadership styles of transformational, transactional, and laissez-faire and organizational outcomes in term of extra effort, satisfaction, and effectiveness. In Chapter 3, I describe the research design and rationale, methodology in details including the population, sample and sampling procedures, procedures for recruitment, participation, data collection, instrumentation, and operationalization of constructs. The remaining sections of this chapter include the data analysis plan, threats to validity, measurement tool reliability, ethical procedures, and a summary.

Research Design and Rationale

The current study was based on quantitative methodology to gather data regarding how leadership styles and gender influence organizational outcomes of millennial generation workers. The independent variables were the leadership of transformational, transactional, and laissez-faire, and gender, while the dependent variable was organizational outcomes in terms of extra effort, satisfaction, effectiveness. I applied the quantitative correlational research design to examine the relationship between the variables. The quantitative research method generates numerical data and tests variables through statistical tests (Choy, 2014; Park & Park, 2016). In contrast, the qualitative research method focuses on data interpretation through case studies, observations, or

interviews (Choy, 2014). Quantitative design provides the option of collecting data through surveys and generating numeric results for analysis (Choy, 2014). Quantitative data in this study was gathered using an online survey instrument to measure the responses of participants of a targeted population sample. I considered the factors of cost and time when selecting the choice of research design. Administering online surveys has become popular today because it is less costly, less time consuming, and convenient for the participants.

Leadership by nature is a complex phenomenon and a challenge to study (Stentz et al., 2012). Leadership research has been developed through the quantitative method, which is a typical approach with the use of the MLQ survey (Stentz et al., 2012). The variables are assessed through a set of questions using the MLQ. The MLQ (5X-Short) survey was chosen in this research study as it was in alignment with Bass and Avolio's (1993) theoretical framework. Surveys are common research techniques for data collection directly from participants answering a set of questions (Choy, 2014). In contrast, qualitative methods do not focus on narrow or specific questions but rather than on a theoretical philosophical paradigm (Choy, 2014). Qualitative researchers follow a nonlinear research path and rely on interpretive or critical social science, while quantitative researchers follow a linear research path and emphasize testing hypotheses (Choy, 2014; Park & Park, 2016).

I selected the quantitative approach in this study because it aligned with the research questions and purpose. The following research questions guided the research study.

RQ1: What is the relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H₀₁: There is no significant relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H_{a1}: There is a significant relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

RQ2: What is the relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H₀₂: There is no significant relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{a2}: There is a significant relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

RQ3: What is the relationship between laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H₀₃: There is no significant relationship between the laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{a3}: There is a significant relationship between the laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

Methodology

Population

This research study focused on understanding how millennial leadership styles and gender influence organizational outcomes. Lebanon's population is estimated to be 6.83 million of which the working employees are estimated at 46.69% of the population (World Population Review, n.d.). The population of interest included in this study was from the millennial generation born between 1982 and 1999 (Calk & Patrick, 2017). The targeted population was limited to millennial generation employees working in business consulting organizations in Lebanon.

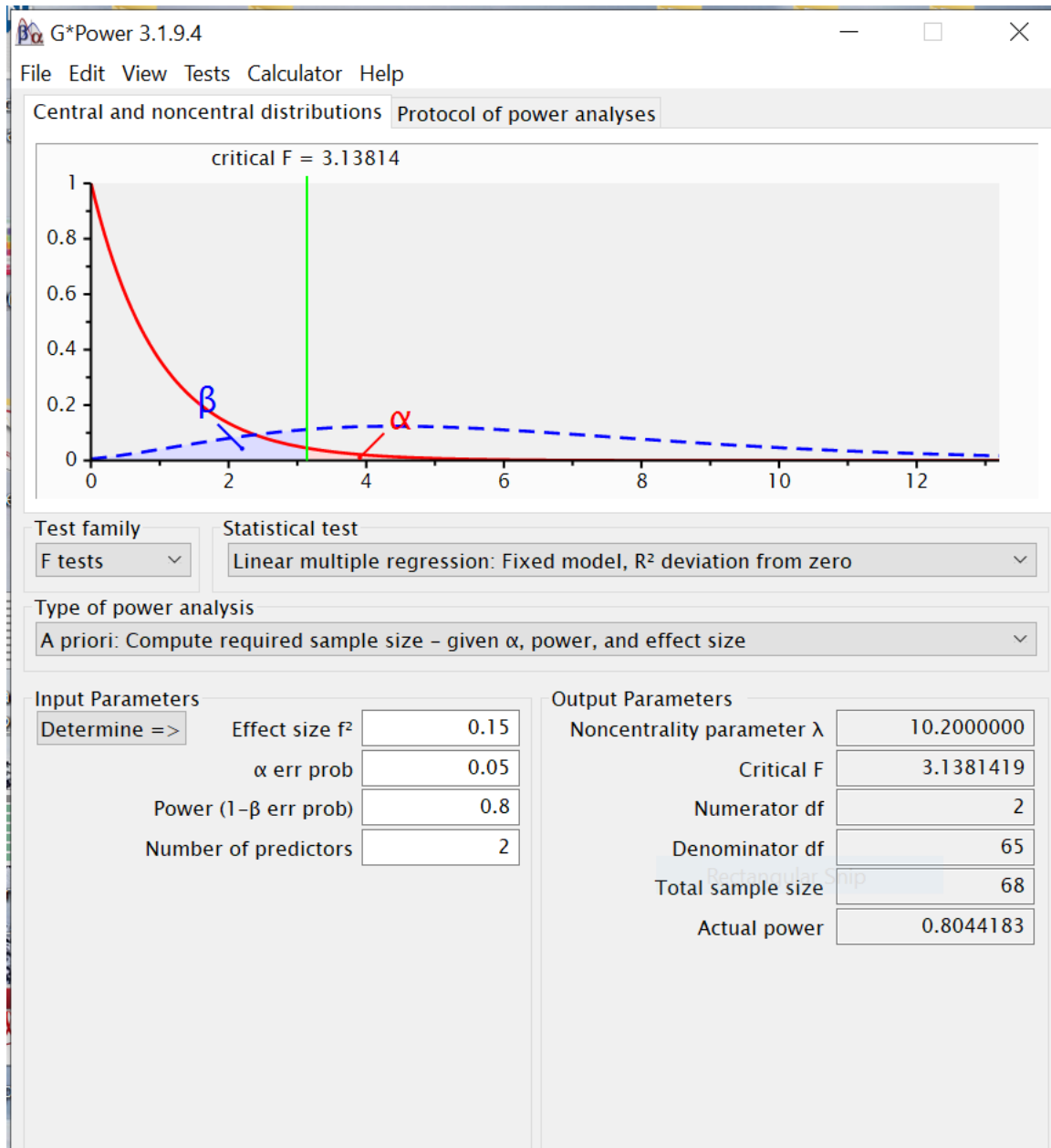
Sampling and Sampling Procedures

Sampling is the process of selecting a representative sample from the targeted population for conducting the research study (Speklé & Widener, 2018). The chosen representative sample reflects the characteristics of the target population. The strategy of random sampling is applied to avoid bias. Participants are of random selection to reduce sampling bias where each participant has an equal chance for being selected (Speklé & Widener, 2018).

In this study, Survey-Monkey was used for hosting the online survey questionnaire. The survey link was posted on a professional business consulting group page on LinkedIn with an introductory note. The participant pool was open to females and males of the millennial generation who worked in consulting organizations in Lebanon. The participants had to meet the requirements of holding at minimum a bachelor's level educational degree working for the last 6 months within the same organization.

According to Speklé and Widener (2018), it is essential to determine the minimum sample size for testing the significance of the hypotheses. Faul et al. (2009) identified that the sample size for the targeted population is determined using the G*Power software 3.1.9.4. The G*Power is used to calculate the appropriate minimum sample size according to the statistical tests to be conducted. The size of the sample in this study was determined considering an alpha error probability 0.05, medium effect size of 0.15, and power level of 0.8 (Faul et al., 2009). The identified minimum sample size was 68 for having two predictors or independent variables.

Figure 1

F tests–Linear Multiple Regression

Note. Fixed model, R² deviation from zero using G*Power 3.1.9.4 to compute required sample size given error probability, power and effect size.

Procedures for Recruitment, Participation, and Data Collection (Primary Data)

I conducted recruitment of participants through Survey-Monkey. I created a survey account on the web-based Survey-Monkey and created the survey link. I posted the survey link on a professional business consulting group on LinkedIn with an introductory note. Participants interested in joining had to click the survey link posted, which directed the participant to the survey. Participants had first to pass the recruitment selection inclusion and exclusion criteria before their responses could be collected. The inclusion criteria included demographic questions related to date of birth between 1982 and 1999, age between 21 and 38 years old, work location, and working within a consulting organization for a minimum of 6 months in the same company. The demographic section also included questions about gender, position title, and educational background. The nonqualified participants were excluded and directed towards the exit section of the survey. Individuals meeting the criteria were directed forward in the survey to the consent form. The consent form included a welcome note, purpose of the study, and the consent acceptance terms. Participants were given the option of clicking on “Continue” to provide their consent for participating in the survey. Participants not showing interest to provide their consent were directed towards the exit of the survey. Participants clicking on “Continue” were directed to the MLQ (5X-Short) leader survey questions. After 1 week from initiating the recruitment process of data collection, I posted a follow-up reminder on the same LinkedIn group. Recruitment continued until data records reflected that the minimum sample size had been archived.

Participation in the survey was voluntary, and all information collected was kept confidential. Participants willing to take part in the survey had to meet the inclusion eligibility criteria in order to move forward in the survey sections. Participants not meeting the eligibility criteria were excluded from taking part in the research survey. The consent form was important to define for the participants the purpose and procedures of the study, describe any risks and confidentially, and for participants to accept the terms. No personal identification was included in the survey and participants were free to stop taking the survey at any stage in the process. Instead, the survey generated automatic ID numbers for each survey response for the purpose of organizing the data.

Upon approval from the Walden University IRB office, I started collecting data for the research study. The collection data tools were Survey-Monkey and MLQ questionnaire. The MLQ (5X-Short) questions were typed manually into the Survey-Monkey after the purchase of the MLQ license from Mind Garden website. The Survey-Monkey had an option of exporting the collected data responses in an Excel file. After deactivating the survey link, the survey responses were downloaded in an Excel file. Then, the downloaded Excel file was imported into SPSS statistical software for analysis.

Instrumentation and Operationalization of Constructs

The MLQ(5X-Short) survey was the selected instrument to explore the relationship between leadership styles and organizational outcomes in this research study. Questions regarding gender and age were included in the demographic section. The MLQ is a validated and reliable instrument for measuring the different components of Bass and Avolio's (1993) model. The instrument is a widespread leadership survey, and extensive

research resulted in MLQ (5X-Short) survey. The MLQ (5X-Short) survey consists of 45 questions that assess leadership styles and outcomes. The breakdown of questions into 36 questions that assess the components of leadership styles while the remaining 9 questions are related to leadership outcomes. The 45 items are scored on a 5-point Likert scale: 0 = *not at all*; 1 = *once in a while*; 2 = *sometimes*; 3 = *fairly often*; and 4 = *frequently if not always*. Participants are informed to select one answer for each question.

The Mind Garden website is the publisher of the MLQ (Form 5X) instrument (Antonakis et al., 2003). The MLQ (5X-Short) survey measures a range of leadership styles, extra effort, satisfaction, and effectiveness. The MLQ survey items focus on three leadership styles: transformational, transactional, and laissez-faire. Each main MLQ leadership style is a combination of subscales. The MLQ measures transformational leadership using five subscales: idealized attribute, idealized behavior, inspirational motivation, intellectual consideration, and individualized consideration. The MLQ measures transactional leadership using two subscales: contingent reward and management by exception (active). The MLQ measures laissez-faire using two subscales: management by exception (passive) and passive avoidant. The different subscales are combined to form the independent variable of leadership styles: transformational, transactional, and laissez-faire. Similarly, the MLQ focuses on organizational outcomes that is a scale component composed of three subscales: extra effort, satisfaction, and effectiveness. The different components of subscales are combined and serve as the dependent variable. According to the manual instructions, the MLQ scores are average

scores derived from summing the items and then dividing by the total number of items for each scale.

Data Analysis Plan

The survey questionnaire was posted on a professional business consulting group on LinkedIn. Participants were directed to an anonymous questionnaire through Survey-Monkey. Upon meeting the required sample size, the collected data responses of the survey were extracted into an Excel worksheet. I examined the complete data set of responses to remove inaccurate responses. I made sure that the responses met the requirements of participation and removed any exclusion data that should not be part of the analysis. After cleaning the data in the Excel worksheet, I imported and uploaded into SPSS statistics version 20 software for analysis. Once uploading the data in SPSS v20, I checked for any coding errors or missing values before analysis. I ensured consistency in coding of the values and code any missing values. All related information and data input were stored electronically on my personal laptop with a secured password. The data was backed up on external hard drive and stored in a safe place in a locked drawer in my home. All information is kept for 5 years.

I used descriptive statistics and multiple regression analysis to address the research questions. The descriptive statistics was used such as frequency distributions to analyze the demographic questions in the survey. I tested the null hypotheses using regression analysis. The regression analysis determined whether there is a significant relationship between the variables. The MLQ measurement tool is a 5-point Likert scale that was used to collect data. According to Boone and Boone (2012), Likert scales are

created by calculating a composite score from four or more Likert type items where the composite score for Likert scales must be analyzed at the interval measurement level. In this study, the dependent variable was organizational outcomes that is a composite average score of extra effort, satisfaction, and effectiveness. Multiple regression analysis was used to predict the relationship between the independent variables: gender and leadership style and the dependent variable: organizational outcomes.

Before analysis, the assumptions for multiple regression are linearity, homoscedasticity, and normality (Laerd Statistics, 2015). I assessed linearity by constructing a scatterplot of the unstandardized predicted values and the standardized residuals. If the results of the scatterplot show a linear relationship between the variables, then there will be no violation of linearity (Laerd Statistics, 2015). I assessed homoscedasticity by plotting the regression standardized predicted value against the standardized residuals scatterplot. If the results show an even spread of scatterplot, then there will be no violation to homoscedasticity. If the results show uneven spread, then we have heteroscedasticity and accordingly can run a weighted least-squares (WLS) regression (Laerd Statistics, 2015). I runed a test for checking normality by plotting a histogram with normal curve to show normal distribution or by plotting a Normal P-P Plot of regression standardized residual. If the results show nonlinearity, then I need to look into the option of running a regression analysis that does not depend on normal distribution errors. If the assumptions met the expectations, then I run multiple regression analysis for addressing the research questions and hypotheses. The null hypothesis is rejected when the significance level is less than 0.05 (Laerd Statistics, 2015). This means

the model is significant and there is a relationship between the variables. If there is significance, then we study the correlation coefficient for determining the strength of relationship between the variables. The correlation coefficient takes values between 0.00 and 1 where the coefficients between 0.1 and 0.3 are weak, between 0.3 and 0.5 are medium, and above 0.5 indicate a strong relationship between the variables (Cohen, 1988).

RQ1: What is the relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H₀1: There is no significant relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H_a1: There is a significant relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

RQ2: What is the relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H₀2: There is no significant relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{a2}: There is a significant relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

RQ3: What is the relationship between laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H₀₃: There is no significant relationship between the laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{a3}: There is a significant relationship between the laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

Threats to Validity

Validity refers to whether the conclusions, research methods, and observations provide a true and accurate reflection of the study (Broniatowski & Tucker, 2017). In quantitative research, validity is determined by whether the results obtained are a function of the variables measured or research methods and tools applied. Validity is available on several levels: internal, external, and construct validity.

External Validity

External validity is the ability to generalize the relationships found in a study and apply the conclusion across different contexts, populations, and settings (Broniatowski & Tucker, 2017). In this quantitative study, the G*Power analysis was applied to determine

the minimum required sample size. The sample size is identified from the targeted population. The targeted population refers to a specific age range population working in a specific industry type. Random participants completed the survey questionnaire on voluntary basis. Participants may provide inaccurate answers while taking the survey due to personal biases and preferences.

Internal Validity

Internal validity refers to the credibility of the relationships between the independent and dependent variables. Internal validity reflects consistency between the survey results and the hypotheses (Broniatowski & Tucker, 2017). In this research study, the quantitative correlation research design was applied and suitable for studying the relationship between the variables. SPSS statistical software was used to analyze the collected data. The scores were calculated according to the MLQ manual provided by the Mind Garden website. Descriptive statistics was used to analyze the demographic questions in the survey. The null hypothesis for each research question was tested using the regression analysis. The p value of 0.05 was used to accept or reject the null hypothesis.

Construct Validity

Construct validity reflects whether the theoretical concepts are measured by the correct choice of tools (Broniatowski & Tucker, 2017). In this research study, the MLQ instrument tool was applied to examine the leadership styles and organizational outcomes based on Bass and Avolio's (1993) framework. The MLQ instrument is a validated instrument and has been used in several leadership research studies. The MLQ instrument

is reliable and applies the 5 point Likert scale design for measuring the scores and response rates. The Survey-Monkey is another web-based tool that is another medium that was helpful in gathering the data responses from the participants.

Ethical Procedures

The main role of the researcher is ensuring the safety of participants throughout the research process. The researcher requested the institutional review board (IRB) approval before collecting any data to ensure the safety and privacy of human. Participants were randomly selected and participated on voluntary basis. An informed consent form was available within the survey link and provided for participants for accepting the terms before conducting the survey. The informed consent form provided a brief description about the purpose of the study and confidential terms. Incomplete responses were not counted as part of the study responses. The participants were anonymous and no identifying information was collected. Following the process of numbering the participants was helpful. Data gathered from the online survey methodology was kept confidential. The data collected and analysis was not shared and was kept stored on my personal laptop with a secured password. The data was backed up on an external hard drive and stored in a safe place in a locked drawer in my home for 5 years.

Summary

I provided in Chapter 3 an overview about the research design that was used for studying how leadership styles and gender of millennial generation employees influence organizational outcomes. The methodology including population, sampling procedure,

and recruitment of targeted pool was discussed in this chapter. I shared the data collection tools and analysis plan for measuring the statistical significance of the hypotheses. The MLQ survey tool was utilized to collect the responses of participants through Survey-Monkey. I concluded this chapter with sections addressing the threats to validity and ethical procedures. In Chapter 4, I discuss in details the data collection methods, data analysis, and the interpretation of testing results for the research questions.

Chapter 4: Results

The purpose of this quantitative study was to explore how leadership styles and gender influence organizational outcomes in business consulting organizations in Lebanon. The three leadership styles that were considered for this study were transformational, transactional, and laissez-faire. This chapter presents the data collected according to the methodology presented in Chapter 3 to study the relationship between the variables. I present in Chapter 4 the data collection process, discuss the data analysis and data results, and provide a summary. This chapter includes descriptive and demographic characteristics of the targeted sample, followed by statistical results. Data collected was analyzed to provide results for the following research questions and hypotheses:

RQ1: What is the relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H₀1: There is no significant relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H_a1: There is a significant relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

RQ2: What is the relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H₀₂: There is no significant relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{a2}: There is a significant relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

RQ3: What is the relationship between laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H₀₃: There is no significant relationship between the laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{a3}: There is a significant relationship between the laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

Data Collection

The targeted sample for the study was from the millennial generation between 21 and 38 years old. I used Survey-Monkey in the research study to administer online the 45 questions of the MLQ survey, informed consent form, and demographic questions. Upon

receiving the approval of Walden University's Institutional Review Board (approval 12-16-20-0569602, which expires on December 15, 2021), an introductory note for inviting participants to take part in the study and survey link were posted on a business consulting group on LinkedIn. The participants had to complete demographic screening questions and read the informed consent form. Once participants accepted the informed consent form, they could continue to the survey and answer the MLQ (5X-Short) leader survey questions. The participants were informed that participation was voluntary and anonymous. The participants were given the option to exit the survey. The selected participants were employees working in professional business organizations. The data collection process proceeded as described in Chapter 3. Recruitment of participants for data collection occurred during the duration of December 29, 2020, and January 30, 2021. A follow up note was posted on the same LinkedIn group during the duration of recruitment until reaching the number of participants required. There were a total of 90 responses in the data Excel file of which 22 had incomplete responses. After removing the 22 incomplete responses, the remaining data responses used for analysis was 68. The sample size was considered sufficient since the study required only a total sample size of 68 participants to study the effects of the variables in the study. The sample consisted of diverse group of employees who volunteered to participate in the research study. The survey demographic questions reported the involvement of females and males belonging to the millennial generation and of educated background.

Study Results

Upon reaching the required sample of participants, I deactivated the survey link, and I downloaded the survey data securely from the Survey-Monkey website to an Excel file. I went over the Excel file checking for any missing or incomplete data. The incomplete responses were excluded from the data analysis. To conduct analysis on the data responses, I categorized the variables according to the scoring guide of the MLQ survey before importing the data into SPSS software. The MLQ instrument uses a 5-point Likert scale. The questionnaire responses were grouped and scored according to the scoring details available in the MLQ manual for interpreting the results. Scoring is achieved by summing the scores of the groups of questions and dividing that score by the total number of questions that align to each leadership behavior. The questions of each leadership style were grouped in terms of transformational, transactional, and laissez-faire leadership styles. The dependent variable was organizational outcomes, which was an average score of the scores extra effort, satisfaction, and effectiveness. The gender variable was categorized into Females = 0 and Males = 1. The educational degree was also categorized for bachelor's degree = 1 and master's degree = 2. Upon finalizing the organization of the data, I imported the Excel file into SPSS version 20 for analysis. The results are discussed in detail in the below sections.

Demographic and Descriptive Analysis

Demographic data was collected from the participants of the study. The demographic questions covered data in the area of gender, age, education level, and job

level. This section summarizes the descriptive statistics such as frequency distribution to analyze the demographic data collected from the 68 participants of the study.

Gender Demographics

Table 1 shows that out of the total 68 participants, 43 participants were females (63.2%) and the remaining 25 were males (36.8%).

Table 1

Frequency Distribution of Gender Demographic

Gender	Frequency	Percentage
Female	43	63.2
Male	25	36.8
Total	68	100.0

Age Demographics

The age range of the millennial generation was 21–38 years old. Table 2 shows that all participants were relevant to the age criteria identified. The results showed that the highest percentage (16.2%) of participants were age 24.

Table 2*Frequency Distribution of Age Demographic*

Age	Frequency	Percentage
21	2	2.9
22	1	1.5
23	6	8.8
24	11	16.2
25	9	13.2
26	5	7.4
27	6	8.8
28	6	8.8
29	4	5.9
30	1	1.5
31	5	7.4
32	3	4.4
33	4	5.9
34	1	1.5
35	1	1.5
37	2	2.9
38	1	1.5
Total	68	100.0

Education Level Demographics

Table 3 shows the educational level of the participants. Forty participants (58.8%) were bachelor's degree holders. The remaining 28 (41.2%) participants were master's degree holders.

Table 3*Frequency Distribution of Education Level Demographic*

Education level	Frequency	Percentage
Bachelor's degree	40	58.8
Master's degree	28	41.2
Total	68	100.0

Job Level Demographics

Table 4 shows the different job levels of the participants. The results showed that all participants held title positions that required leadership behavior. The highest percentage (38.2%) were participants holding the position title of manager level.

Table 4

Frequency Distribution of Job Level Demographic

Job level	Frequency	Percentage
Associate consultant	6	8.8
Chief officer	1	1.5
Consultant	18	26.5
Director	2	2.9
Executive officer	3	4.4
Manager	26	38.2
Officer	5	7.4
Senior associate	4	5.9
Senior consultant	3	4.4
Total	68	100.0

Hypotheses Analysis

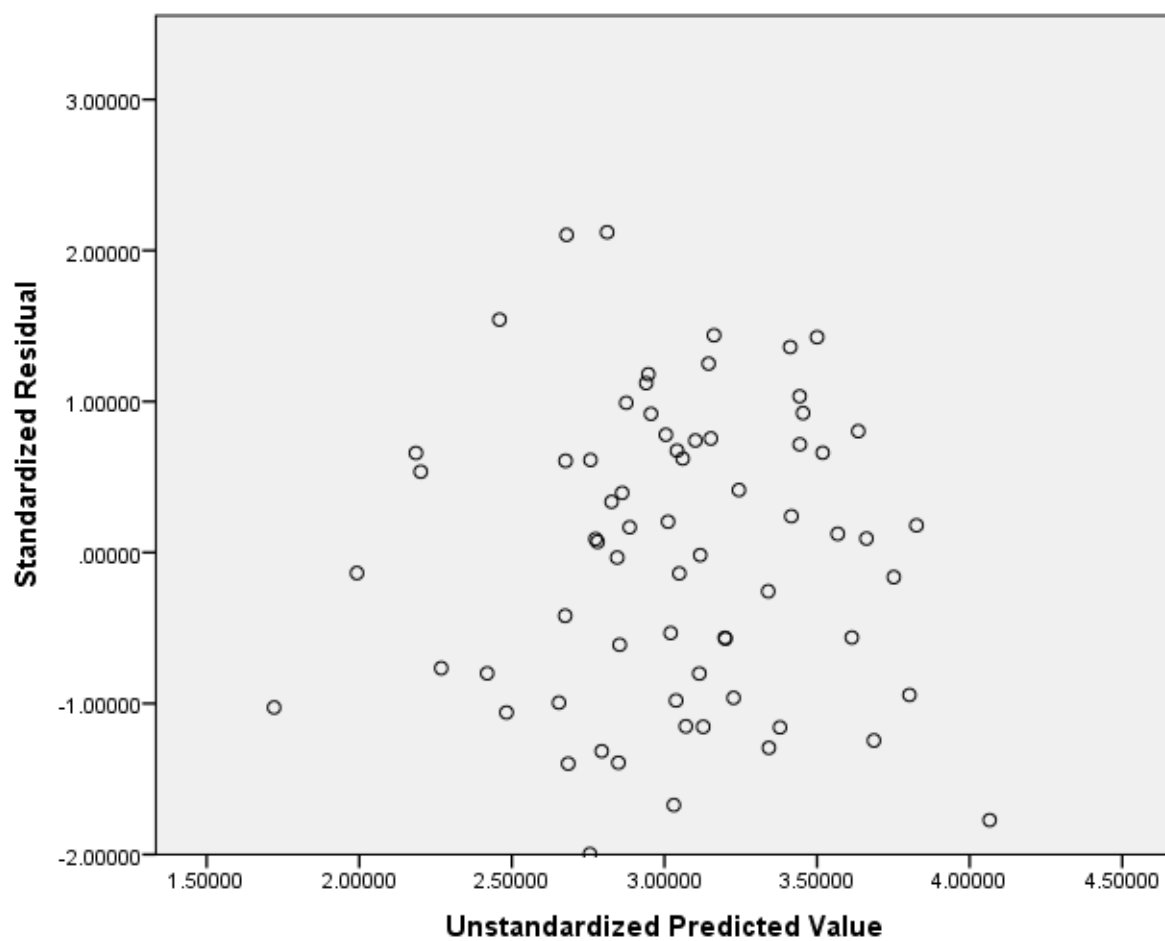
There were three research questions to study the hypotheses and to determine the relationship between variables. The independent variables used in the analysis were leadership styles and gender. The leadership styles included transformational, transactional, and laissez-faire leadership styles. The dependent variable was organizational outcomes, which was a combination of extra effort, effectiveness, and satisfaction. I applied multiple regression analysis to predict the relationship between the variables.

Prior to analysis of the research questions, I checked the assumptions of multiple regression for linearity, homoscedasticity, and normality. I tested for linearity by plotting a scatterplot of the standardized residuals against the unstandardized predicted values.

Figure 2 shows a scatterplot that is likely to be a linear relationship between the variables.

Figure 2

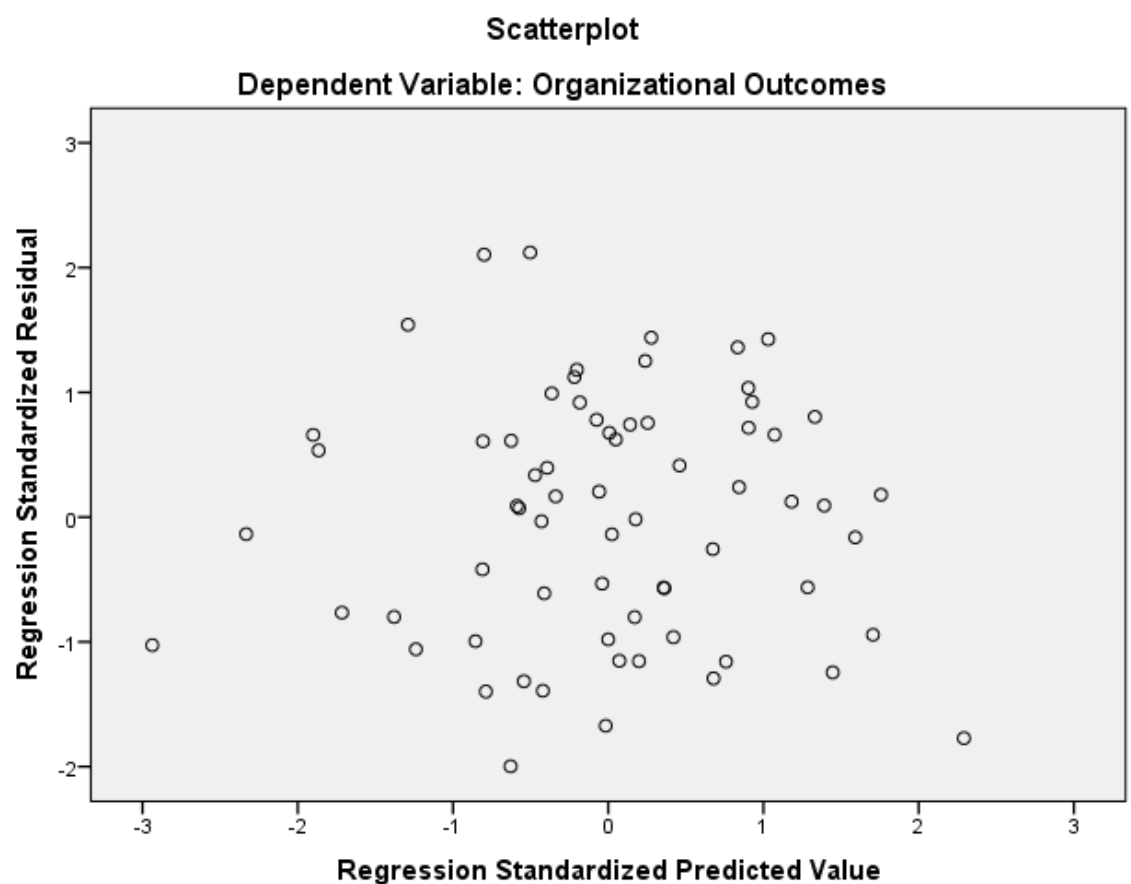
Scatterplot Testing for Linearity



I assessed the homoscedasticity assumption by plotting a scatterplot between the standardized residuals and standardized predicted value as shown in Figure 3. No clear pattern was emerged indicating that the assumption is met.

Figure 3

Scatterplot Testing for Homoscedasticity



I checked for normality using two ways by plotting a histogram and a Normal P-P plot. Figure 4 shows a histogram of the regression standardized residual that appear to be normally distributed. While Figure 5 shows the Normal P-P plot for residuals where

points were almost aligned along the diagonal line. As a result, there was no violation for the assumption of normality.

Figure 4

Histogram Testing for Normality

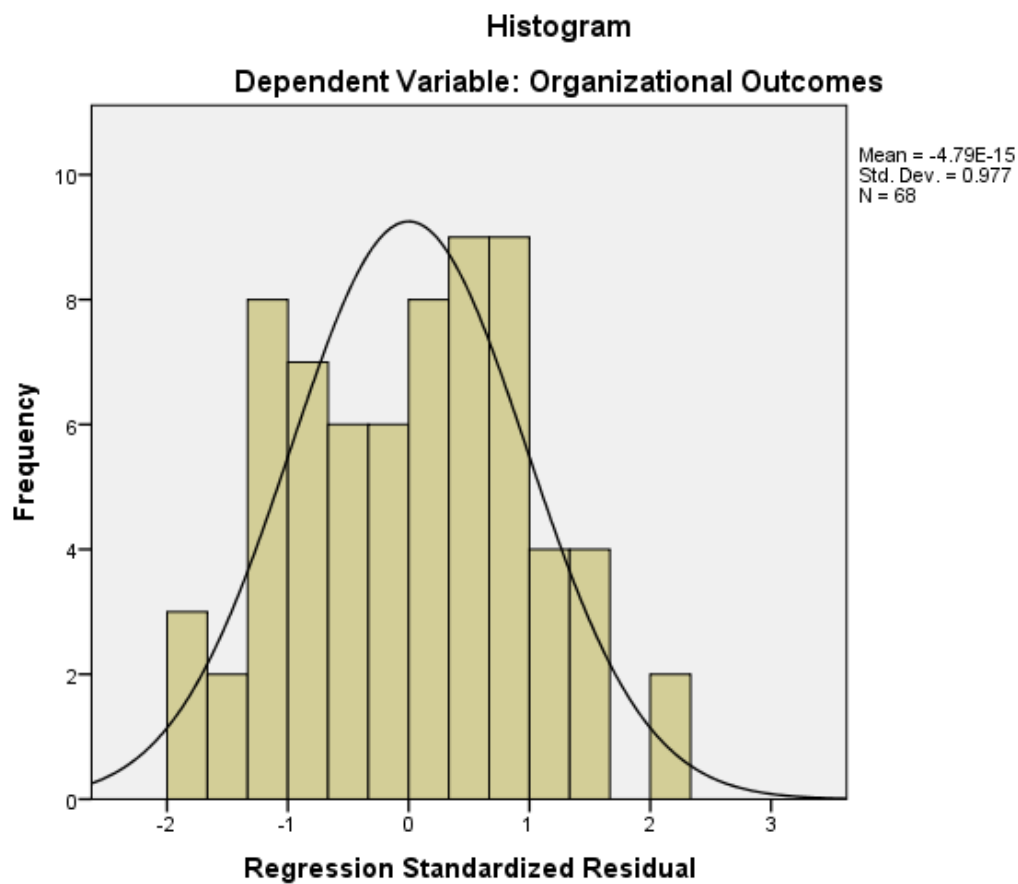
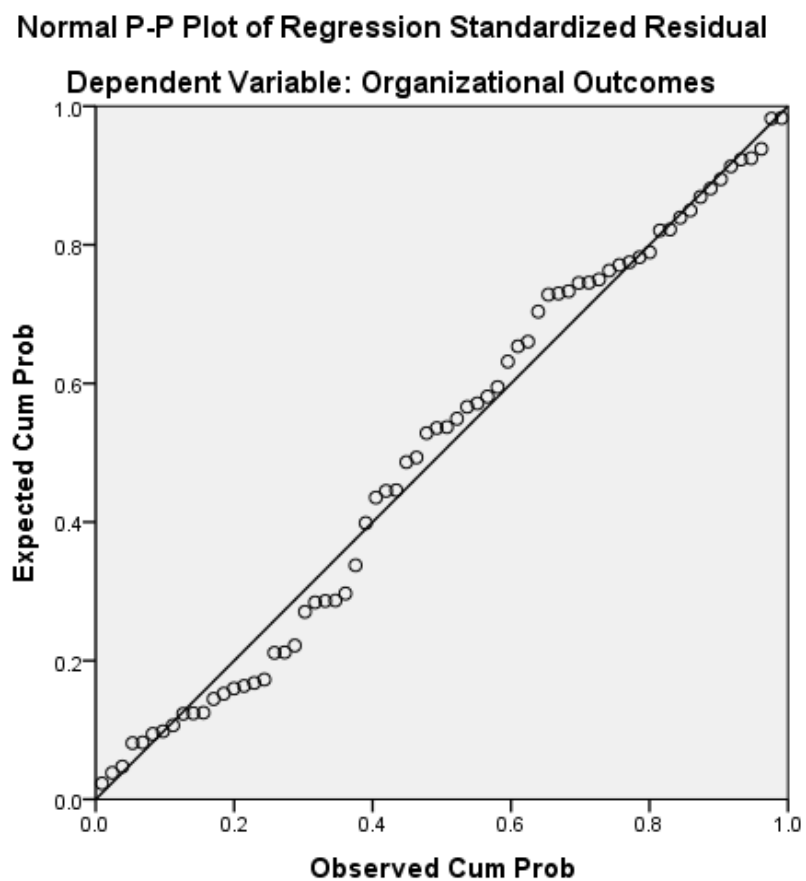


Figure 5*Normality P-P Scatterplot for Residuals*

The descriptive statistics of each leadership style and organizational outcomes were displayed in Table 5. Amid the three leadership styles, the transformational leadership had the highest mean ($M = 3.065$), followed by the transactional leadership ($M = 2.632$), and the lowest was the laissez-faire leadership ($M = 0.93$). Descriptive statistics also showed the mean of organizational outcomes $M = 3.037$ (composite of extra effort, satisfaction, and effectiveness).

Table 5

Descriptive Statistics

Variables	Mean	Std. deviation	N
Organizational outcomes	3.037990	.5643358	68
Transformational	3.065441	.5066909	68
Transactional	2.63235	.542023	68
Laissez-faire	.93934	.668624	68

Research Question 1

RQ1: What is the relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H_01 : There is no significant relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H_{a1} : There is a significant relationship between the transformational leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

To address the research question, I conducted a multiple linear regression. The results of the regression analysis as displayed in Table 6 showed that $R = 0.777$ and adjusted R Square = 0.592. This model accounts for R , known as Pearson correlation coefficient, as the measure of strength associated between the variables where $R = 0.777$ indicated a strong level of association between the variables transformational leadership style and organizational outcomes. This means that 59.2% of the variation of the dependent variable organizational outcomes was explained by the independent variables gender and transformational leadership.

Table 6

Model Summary

Model	R	R Square	Adjusted R square	Std. error of the estimate
1	0.777	0.605	0.592	0.3603

a. Predictors: (Constant), gender, transformational

b. Dependent variable: Organizational outcomes

The ANOVA summary Table 7 shows a significant regression model, $F(2, 65) = 49.67$, p less than 0.05. This means that the null hypothesis H_0 is rejected and the alternative hypothesis H_a is accepted.

Table 7*ANOVA Summary*

Model	Sum of squares	df	Mean square	F	Sig
Regression	12.899	2	6.449	49.676	.000
Residual	8.439	65	.130		
Total	21.338	67			

a. Dependent variable: Organizational outcomes

b. Predictors: (Constant), gender, transformational

I examined the coefficients of the predictors as displayed in Table 8. Transformational leadership style is a significant predictor of organizational outcomes, $B = 0.859$, p less than 0.05, suggesting that as transformational leadership style increase by one unit, organizational outcomes will increase by 0.859. There is no gender difference to organizational outcomes after controlling for transformational leadership style, $B = .036$, $p = .693$.

Table 8*Coefficients for Model*

Model	B	SE	β	t	Sig
(Constant)	.390	.270		1.445	.153
Transformational	.859	.088	.772	9.746	.000
Gender	.036	.092	.031	.397	.693

a. Dependent variable: Organizational outcomes

Research Question 2

RQ2: What is the relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{02} : There is no significant relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{a2} : There is a significant relationship between the transactional leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

To address the research question, I conducted a multiple linear regression. The results of the regression analysis as displayed in Table 9 showed that $R = 0.602$ and adjusted R Square = 0.343. This model accounts for R , known as Pearson correlation coefficient, as the measure of strength associated between the variables where $R=0.602$ indicated a moderate strong level of association between the variables transactional leadership style and organizational outcomes. This means that 34.3% of the variation of the dependent variable organizational outcomes was explained by the independent variables gender and transactional leadership style.

Table 9

Model Summary

Model	R	R Square	Adjusted R square	Std. error of the estimate
1	0.602	0.362	0.343	0.4574715

a. Predictors: (Constant), gender, transactional

b. Dependent variable: Organizational outcomes

The ANOVA summary Table 10 shows a significant regression model, $F(2, 65) = 18.479$, p less than 0.05. This means that the null hypothesis H_{02} is rejected and the alternative hypothesis H_{a2} is accepted.

Table 10*ANOVA Summary*

Model	Sum of squares	df	Mean square	F	Sig
Regression	7.735	2	3.867	18.479	.000
Residual	13.603	65	.209		
Total	21.338	67			

a. Dependent variable: Organizational outcomes

b. Predictors: (Constant), gender, transactional

I examined the coefficients of the predictors as displayed in Table 11. Transactional leadership style is a significant predictor of organizational outcomes, $B = 0.609$, p less than 0.05, suggesting that as transactional leadership style increase by one unit, organizational outcomes will increase by 0.609. There is no gender difference to organizational outcomes after controlling for transactional leadership style, $B = .100$, $p = .391$.

Table 11*Coefficients for Model*

Model	B	SE	β	t	Sig
(Constant)	1.399	.277		5.048	.000
Transactional	.609	.104	.585	5.852	.000
Gender	.100	.116	.086	.864	.391

a. Dependent variable: Organizational outcomes

Research Question 3

RQ3: What is the relationship between laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction)?

H_{03} : There is no significant relationship between the laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

H_{a3} : There is a significant relationship between the laissez-faire leadership style of millennial generation, gender, and organizational outcomes (i.e., extra effort, effectiveness, and satisfaction).

To address the research question, I conducted a multiple linear regression. The results of the regression analysis as displayed in Table 12 showed that $R = 0.172$ and adjusted R Square = 0.000. This model accounts for R , known as Pearson correlation coefficient, as the measure of strength associated between the variables where $R = 0.172$ indicated a weak level of association between the variables laissez-faire leadership style and organizational outcomes. This means that 0.00% there is no variation of the dependent variable organizational outcomes explained by the independent variables gender and laissez-faire leadership style.

Table 12

Model Summary

Model	R	R Square	Adjusted R square	Std. error of the estimate
1	0.172	0.030	0.000	0.5643906

a. Predictors: (Constant), gender, laissez-faire

b. Dependent variable: Organizational outcomes

The ANOVA summary Table 13 shows a significant regression model, $F(2, 65) = 0.993$, and $p = 0.376$ that is greater than 0.05. This means that the null hypothesis H_{03} is accepted and the alternative hypothesis H_{a3} is rejected.

Table 13*ANOVA Summary*

Model	Sum of squares	df	Mean square	F	Sig
Regression	.633	2	.316	.993	.376
Residual	20.705	65	.319		
Total	21.338	67			

a. Dependent variable: Organizational outcomes

b. Predictors: (Constant), gender, laissez-faire

I examined the coefficients of the predictors as displayed in Table 14. Laissez-faire leadership style is not a significant predictor of organizational outcomes, $B = 0.047$, $p = 0.651$ greater than 0.05. There is no gender difference to organizational outcomes after controlling for laissez-faire leadership style, $B = .187$, $p = .193$.

Table 14*Coefficients for Model*

Model	B	SE	β	t	Sig
(Constant)	2.925	.128		22.845	.000
Laissez-faire	.047	.103	.056	.454	.651
Gender	.187	.142	.161	1.315	.193

a. Dependent variable: Organizational outcomes

Summary

The purpose of this quantitative study was to explore how leadership styles and gender influence organizational outcomes in business consulting organizations in Lebanon. The survey results of the 68 participants were presented in Chapter 4. I collected data using Survey-Monkey and MLQ (5X-Short) Leader Form. I studied three research questions using multiple regression analysis. The results showed that there is a statistically significant relationship between transformational leadership style and

organizational outcomes; and transactional leadership style and organizational outcomes. The results showed also that there is no relationship between laissez-faire leadership style and organizational outcomes; while the variable gender showed no difference in all three research questions. Chapter 5 presents a discussion of the findings, limitations of the study, recommendations, followed by implications and a summary.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this quantitative correlational study was to examine how millennial leadership styles and gender in business consulting organizations in Lebanon influence organizational outcomes in terms of extra effort, effectiveness, and satisfaction. Because the millennial generation will be representing 75% of the working generation by the year 2025 (Meola, 2016), it was important to examine the relationship between leadership styles and organizational outcomes of the millennial generation. In this study, I examined three research questions and hypotheses statements. The independent variables were gender and leadership styles, while the dependent variable was organizational outcomes. I collected data using the MLQ (5X-Short) leader form survey and analyzed results using descriptive statistics and multiple regression. The findings indicated a significant relationship between the leadership styles, transformational and transactional, and organizational outcomes compared to no significant relationship between laissez-faire and organizational outcomes. The results also showed no significant relationship between gender and organizational outcomes. In Chapter 5, I discuss the research findings, limitations of the study, recommendations, and implications, followed by a summary.

Interpretation of Findings

The theoretical framework used in this study was defined by Bass and Avolio's (1993) model. This model describes leadership behaviors focusing on transformational, transactional, and laissez-faire leadership styles (Antonakis et al., 2003). Transformational leaders encourage their employees towards teamwork and

organizational efficiency (Dimitrov & Darova, 2016). Transformational leaders boost employee performance and create a collaborative work environment. Transactional leaders assign specific tasks for their employees and evaluate their performance based on a punishment-reward system. This type of leadership style focuses on the organizational functions and application of policies and guidelines. Laissez-faire leaders are known for their passive attitude and absence of leadership in achieving organizational goals.

In this research study, I focused on studying the relationship between leadership styles, gender, and organizational outcomes. The Bass and Avolio (1993) theoretical framework was applicable in studying the relationship between the variables. The MLQ (5X –Short) Leader Form survey used for collecting data in this study is a validated instrument that supports the theoretical framework. Samuel and Mokoaleli (2017) recommended the need for future studies in the areas of leadership and gender. Gender diversity may play a role in creating a competitive work environment that influences performance progress. Nazarian et al. (2017) indicated that studies show conflicting results about the relationship between leadership styles and organizational performance.

I studied three research questions using multiple linear regression. The first research question showed a statistically significant relationship between transformational leadership style and organizational outcomes. The second research question showed a statistically significant relationship between transactional leadership style and organizational outcomes. The third research question showed that laissez-faire leadership style is not a predictor of organizational outcomes. The gender variable showed no difference on organizational outcomes in the three research questions. The findings of

this study showed also that transformational leadership practices are more effective than transactional and laissez-faire leadership styles. The descriptive statistics presented that the mean score of the transformational leadership style was the highest ($M = 3.065$) compared to transactional leadership style ($M = 2.632$) and laissez-faire leadership style ($M = 0.93$). This suggests that transformational leadership practices are more exhibited than transactional and laissez-faire leadership styles.

Similar to my findings, the study of Al Khajeh (2018) showed that both leadership styles, transformational and transactional, are valuable in the organization. The descriptive results of the mean scores suggested that transformational leadership style ($M = 3.998$) is more effective than transactional leadership style ($M = 3.128$). The study of Samanta and Lamprakis (2018) showed a strong positive correlation between transformational leadership style and organizational performance and a positive correlation between transactional leadership style and organizational performance. Nazarian et al. (2017) showed a statistically significant positive correlation between transformational leadership style and organizational performance. The results also showed a statistically significant negative correlation between the laissez-faire leadership style and organizational performance unlike the findings of my study, which showed no significant relationship. The literature review of Silva and Mendis (2017) showed a positive strong relationship between transformational leadership style and organizational outcomes. The results also showed a weak positive relationship between transactional leadership style and organizational outcomes and a weak significant negative correlation between laissez-faire and organizational outcomes. Unlike the findings of my study,

Veliu et al. (2017) showed a positive influence of transformational leadership and negative influence of transactional and laissez-faire leadership styles on organizational outcomes. The variation of results in the studies may be related to additional variables such as life work experience, workplace culture, personal values, and absence of new opportunities for personal development or recognition. My study added to the body of knowledge on leadership and confirms that the theoretical framework can be used across different geographical areas and cultures, but results may differ. This study showed that transformational and transactional leadership styles influence organizational outcomes. The transformational leadership is the preferred style and will be required as an effective leadership style in organizations.

The findings of this study showed that gender is not a predictor of organizational outcomes. This finding was counter to Samuel and Mokoaleli (2017), whose leadership literature indicated that the gender-role stereotypes are still present as barriers for the advancement into managerial or leadership roles for women. Their study also indicated that it is time in the 21st century to show change in the distribution of roles between men and females. Women today are eager to increase their educational opportunities and to challenge themselves to reach high role levels in their working environments. Tlaiss and Kauser (2019) indicated that the gender gap is still present in the Arab world and specifically in Lebanon. Women are still facing challenges when it comes to career promotions and taking part in organizational leadership roles due to the existence of patriarchal cultural norms in Lebanon. The literature review of Maamari and Saheb (2018) showed that gender is positively correlated with organizational performance. The

job market is changing in Lebanon and females are increasingly able to take part in leadership roles. Organizational structure is shifting towards diversity by supporting and encouraging women advancement in their roles.

Limitations of the Study

This study showed a limitation by its targeted sample of participants from the millennial generation, type of industry of work in business consulting organizations, and of regional area of Lebanon. The targeted sample characteristics may present a limitation when comparing the findings to similar studies in different regions. Another limitation was that the final study sample comprised of 68 participants. Although the participants were selected randomly, 63.2% of participants were of female gender and the remaining 36.8% were of male gender. This may result in gender bias, which may affect the generalization of the results to other geographic areas.

I used the MLQ survey tool in this research to examine the relationship between the variables. A limitation in the survey tool may exist because the closed-ended questions may result in a level of personal bias. The survey consists of 45 questions, which is considered a long questionnaire, and participants may be less focused while taking the survey. This also may have resulted in participants providing inaccurate answers or preferring to exit the survey rather than reading 45 questions.

I conducted the study when Lebanon was passing through a severe phase of financial crisis and COVID-19 pandemic. This situation did not affect the survey return rate, and I was able to collect the minimum required number of participants. In this research study, the MLQ instrument tool and Survey-Monkey had proven to be valid and

reliable. The research design, quantitative method, and findings were valid. I applied descriptive statistics and multiple regression to analyze the research questions and hypotheses statements.

Recommendations

This study explored the relationship between the different leadership styles, gender, and organizational outcomes. The findings of this study suggested that transformational leadership style is the most effective compared to transactional and laissez-faire leadership styles. Gender showed no significant influence on organizational outcomes. This research considered demographic questions based on gender, education, age, and specific organizational industry. It is recommended for future studies to explore how educational level and number of years in the workforce influence organizational outcomes. It is also recommended to reach almost an equal percentage of gender participants for studying in-depth the relationship between gender and organizational outcomes. Another recommendation is to replicate the study using other methodologies such as qualitative or mixed methods. I applied the quantitative method in this study using the MLQ survey. A follow up assessment study may be conducted to explain why gender showed no significant influence. A replicated study may be held using qualitative methods such as interviews or observations for exploring the relationship of each leadership style with organizational outcomes and compare results of the different methodologies applied.

It would be interesting to conduct a cross comparison analysis among different countries in the Middle East rather than limiting only to Lebanon and explore how the

leadership styles of different generations influence organizational outcomes. I recommend future research focus on gender in future studies and compare the percentage of females able to hold senior positions in the Middle East and their influence on organizational outcomes. Future recommendations include exploring leadership styles in different industries. It may be interesting also to look at the organizational size as part of the study and explore how the leadership style may vary according to the organization size.

I recommend that future studies look at how organizational culture impacts leadership behavior and organizational performance. It is worth identifying any international people hired in the organization and their authority level in the work environment. This would be helpful to study how different cultural beliefs may impact the organizational working environment and performance. I hope that the study scope may be expanded in future research studies and produce more results.

Implications

This study indicated that transformational and transactional leadership styles exhibit a positive relationship with organizational outcomes where transformational leadership style is a preferred style to practice. The results of this study added new knowledge to the field of leadership and management by providing a foundation for future research studies. Scholar-practitioners may contribute by developing new leadership frameworks and strategies rather than limiting the organizational growth to current traditional leadership theories. Wolor et al. (2020) introduced the aspect of e-leadership during the COVID-19 pandemic phase for facing the new challenges and

continue providing the organizational services. It is important for leaders to implement strategic steps for reuniting their employees and motivating them even remotely. Leaders play a role in developing a working environment of collaboration and connections rather than depending on the traditional hierarchy of levels. This is part of the organizational learning and development strategy where companies have to adapt for creating harmony among their diverse team of employees and improve their performance level.

The results of this study may drive positive change on the individual level by giving the chance for each individual to discover their leadership style. There may be lessons learnt from this study by indicating the different types of leadership styles and the qualities associated by each style. Individuals have the chance to learn the characteristics of each leadership style and self-assess their leadership style. They can practice on improving their leadership behavior to match the preferred leadership style in their working environment. An individual can learn and get involved in training sessions for developing their skills and becoming an effective leader.

The results may drive positive social change on the organizational level because organizational success is connected to the performance of leaders and employees. The positive relationship between the leadership and employees influence a positive harmony and productive environment. It is important for leaders to develop strong relationships with their employees. Leaders can play a role in promoting the qualities of the transformational leadership style and develop strategies for collective communication. Building trust and defining values at work promotes a long term success for the organization. Because gender is not an indicator for organizational performance, leaders

may play a role in building an inclusive working environment and providing equal opportunities for career promotions.

This may also drive positive social change on the societal level because leadership is an important variable for organizational sustainability and managing change. The wellbeing of the employees and developing strong relationships influence a healthy and sustainable working environment. The development of a fair and inclusive society may impact attracting external shareholders and building networks beyond the organizational borders. The findings of this study may bring awareness for other organizations and encourage developing training and mentoring programs.

Conclusions

This study explored the relationship between the different leadership styles, gender, and organizational outcomes. The findings of the study concluded that transformational and transactional leadership styles showed a positive relationship with organizational outcomes and transformational leadership style is the effective leadership behavior. The results showed that gender is not a variable that effects organizational outcomes. The leader behavior and networking connections with the employees are essential for leading a dynamic workforce and achieving organizational goals.

The social implications of this study may drive positive social change on individual, organizational, and societal levels. The development of a learning and collaborative working environment may impact a friendly and productive environment. Leaders practicing the effective leadership style may impact the wellbeing of their surrounding community and build an attractive inclusive environment. Further research

studies may continue for a deeper understanding and studying the impact of additional variables on leadership styles and organizational outcomes. Further studies are also essential for expanding how leadership styles may effect organizational outcomes especially after COVID-19 pandemic phase that may contribute new thoughts for e-leadership, agile leadership, and flexible management frameworks.

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Appendix A: Demographic Questions

1. Are you born between the years 1982 and 1999?
Yes No
2. What is your age? _____
3. Is your work location in Lebanon? Yes No
4. Are you working within a management consulting organization? Yes No
5. How many years have you been working within the same company? _____
6. What is your Gender? Female Male
7. What is your position title? _____
8. What is your educational background? Bachelor's degree Master's degree
Doctoral degree
9. How many years have you been working within the same position in the
company? _____

Appendix B: Permission to Use MLQ Instrument

For use by Hiba Hamade only. Received from Mind Garden, Inc. on October 17, 2020



www.mindgarden.com

To Whom It May Concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

Multifactor Leadership Questionnaire

The three sample items only from this instrument as specified below may be included in your thesis or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument may not be included or reproduced at any time in any other published material. Please understand that disclosing more than we have authorized will compromise the integrity and value of the test.

Citation of the instrument must include the applicable copyright statement listed below. Sample Items:

As a leader

I talk optimistically about the future.
I spend time teaching and coaching.
I avoid making decisions.

The person I am rating....

Talks optimistically about the future. Spends time teaching and coaching. Avoids making decisions

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Most", written over a horizontal line.

Robert Most
Mind Garden,
Inc.
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