GENERATIONAL COHORT AND STYLE OF LEADERSHIP:
A STUDY AMONG ADULT LEARNERS AT UUMKL

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ABSTRACT

What would be the leadership style to lead a diverse generational cohort in an organization? Is it a transformational leadership style, transactional leadership style or probably just a laissez-faire leadership style? What we can see in an organization nowadays are the workforces that are being shaped up by three diverse generational cohorts of Baby Boomers, Gen-X and Gen-Y. This study is conducted in the purpose to explore the perception of leadership style of a practitioner in the field of human resource, management and administration by taking the sample of diverse generational cohort of adult learners. The selection on this sample of adult learners in the above particular field is because they are the future leader to their organization which helps in the development of employees' professional management talent. They are also the personnel that involve in the organizational policy making and govern the industrial relations harmony among diverse employees in the organization. In this study the leadership styles were examined using the Multifactor Leadership Questionnaire (Bass & Avolio, 2000). Results showed that transformational leadership had a higher Cronbach's alpha coefficient mean compare with the other two style of leadership of transactional leadership and laissez-faire style of leadership. Differences were found in these three generational cohorts with regards to their preferences of the style of leadership. Further discussion on their leadership approach in managing and leading the employees are explained in the findings.

ABSTRAK

Apakah gaya kepimpinan bagi memimpin kumpulan generasi yang pelbagai di dalam organisasi? Adakah gaya kepimpinan yang berbentuk "transformational atau transactional atau laissez-faire". Apa yang dapat kita lihat di dalam organisasi hari ini adalah tenaga kerja yang dibentuk daripada tiga kumpulan generasi "Baby Boomers, Generasi-X dan Generasi-Y." Kajian penyelidikan ini dilakukan dengan mengkaji sudut persepsi gaya kepimpinan bagi golongan pekerja ini yang bekerja di dalam bidang pengurusan sumber manusia, pengurusan dan pentadbiran dengan mengambil contoh kajian segmen 'pelajar dewasa' yang terdiri dari berbilang generasi. Pemilihan contoh kajian segmen 'pelajar dewasa' di dalam bidang yang dinyatakan adalah kerana mereka bakal pemimpin organisasi di masa hadapan yang dapat membantu di dalam pengembangan bakat profesionalisma para pekerja. Mereka juga adalah pegawai yang bertanggungjawab di dalam penggubalan polisi syarikat dan juga bertanggungjawab memastikan hubungan industri di kalangan pekerja pelbagai generasi adalah harmoni. Di dalam kajian penyelidikan ini gaya kepimpinan adalah di ukur menggunakan "Multifactor Leadership Questionnaire" (Bass & Avolio, 2000). Keputusan kajian menunjukkan "transformational leadership" mempunyai "Cronbach's alpha coefficient mean" yang tinggi berbanding dengan gaya kepimpinan "transactional leadership dan laissez-faire leadership". Adalah didapati terdapat perbezaan pemilihan di dalam gaya kepimpinan di kalangan pelbagai kumpulan generasi ini. Perbincangan lanjut berhubung dengan cara kepimpinan dan pengurusan pekerja adalah diterangkan di dalam bahagian "findings".

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CHAPTER 1

INTRODUCTION

1.0 Introduction

In this chapter the background of what the research project is concern about, the problem on the issues, the objectives of the research project, its scope of study and the limitations will be presented and explained. The research question will also be discussed and clarified herein and the outline of the research project will be explained.

1.1 Research Background

1.1.1 The New Edge of Workforces

In this new edge of globalization diversity play a vital role in organization performance. The workforces are becoming more diverse not just in terms of gender, race, and ethnicity but also include the generation (age). As in Malaysia we are also moving towards the globalization process facing the new edge challenges. Malaysian youngsters are also experiencing what popularly known nowadays as the transformational process.

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