

Millennial managers and determinants of management practices in organizations: Insights from Nigeria

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Abstract

Transitioning from one generation of leaders to another for organizational effectiveness has been discussed among academics and professionals. Obtaining empirical evidence on managerial and leadership approaches of managers in the 21st century has been considered necessary, especially in the digital era. This paper investigates the managerial approaches and establishes factors that enhance the performance of millennial managers. Descriptive and inferential statistics were employed, leveraging primary data from a survey questionnaire designed to elicit information from a cross-section of 235 millennial managers across different sectors in Nigeria. Structural equation modeling (SEM) was employed to measure the constructs around the subject matter using Smart PLS. Findings revealed that technological advancement and cooperation from organizational members are essential factors supporting the productive performance of millennial managers. Results further showed that millennial management is a transformational leadership style. There is a need to design a blueprint at the organizational level to motivate and develop the appropriate leadership culture among millennial managers to drive the 21st-century organization for better performance.

Keywords: *millennial managers, transformational leadership, organizational effectiveness, leadership*

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1. Introduction

The modern workplace in most parts of the world consists of a diverse workforce, including individuals from both older and younger generations. Over time, millennials have become a significant presence in every organisation. They are often seen as more active in generating ideas and driving innovation than older generations (Allen et al., 2019). This has raised concerns as millennials display different characteristics, values, beliefs, and aspirations than previous generations (Gabriellova & Buchko, 2021). Millennials, Generation Y, Nexters, and the Nexus Generation were born in the 1990s. They have challenged traditional workplace norms for years, and many have achieved managerial positions globally (Gabriellova & Buchko, 2021; Allen et al., 2019). According to Gazzola et al. (2020) and Rynkiewicz et al. (2022), millennials are considered as impatient, disloyal, self-important, impressive, and energetic employees. Millennials bring an innovative mindset and energy to the workplace and are known for their teamwork, tech proficiency, and desire for innovative engagement. Chillakuri et al. (2022), and Najeh and Morched (2022) argue that younger individuals are highly ambitious and optimistic in their approach to career advancement, while older generations tend to adhere to authority unquestionably. Scholars have studied how different generations of workers perform in organizations; millennials have been found to bring significant change to all aspects of life, including politics, education, healthcare, and business (Luedtke & Miller, 2022). Navigating unprecedented change, organizations now grapple with the best approach to improve performance in the 21st century, given the diverse generations of employees.

While past studies have primarily focused on portraying millennials from the perspective of being managed (Barkin et al., 2010), this research shifts the lens to examine millennials, specifically Nigerian millennials, as managers. Nigerian millennials possess unique characteristics shaped by the nation's socio-economic, cultural, and technological context, which differentiates them from global descriptions of the millennial generation. Unlike their counterparts in developed countries, Nigerian millennials have navigated challenges such as inconsistent power supply, limited access to high-quality education, and the necessity to innovate within resource-constrained environments. These experiences may influence their leadership styles and work ethics in distinctive ways. The aim of this study is to gather empirical evidence on how Nigerian millennials in leadership positions effectively manage teams and other organization members, harness their leadership potential, and identify

their unique leadership style and the influencing variables. Within Nigeria's workforce composition, millennials form a significant portion of employees and emerging leaders, making it important to understand their managerial approach.

It has always been a difficult task for academics and professionals to understand and adjust to the changing dynamics of the workplace in the organization, particularly about generational shifts, organizational structure, and leadership. It is critical to understand how different generations of managers approach their roles and contribute to organizational efficiency. As evidenced by its practical implications, the digital era has resulted in technological breakthroughs that impact managerial practices across existing generations in the organization (Sharma et al., 2022; Vahdat, 2022). This study addresses the practical need for businesses to adapt to the digital era and use the assets of millennial leaders to drive performance and success by gathering empirical data on millennial managers' management methods.

The current study used a novel approach to improve the empirical validity of leadership and managerial research in the twenty-first century with reference to millennials. Using a strong technique incorporating both descriptive and inferential statistics is the study's defining feature in terms of methodological rigor. The inclusion of original data gathered from a large sample of 235 human resource managers working in various sectors in Nigeria is expected to improve the generalizability of the result. Applying structural equation modeling (SEM) improves the rigor of construct measurement and the validity of the study's findings. The results of this study are expected to refocus policy on millennial leader development and support, as well as support or refute the claim made in the literature that organizational members' cooperation and technological advancement have been identified as essential elements of leadership in the 21st century. The rest of this paper follows: Section two dwells on the literature review, section three provides the methodology, Section four presents the empirical result, while section three provides the methodology, section four presents the empirical result, and the last section concludes by discussing the implications for the organization.

This study tests the following hypotheses;

H₁: Employee cooperation positively influences the millennial manager's productivity

H₂: Millennials' managers' skills positively influence the millennial manager's productivity

H₃: Technological advancement positively influences the millennial manager's productivity

2. Empirical and Theoretical Review

2.1. Millennial Managers' and Workplace Productivity

Zemke et al. (2000, as cited in Tolbize, 2008) examined generational differences in workplace dynamics, including how employee cooperation influences productivity. The study employed a qualitative methodology, analyzing workplace behaviors through interviews and observations across different generational cohorts. Findings revealed that millennials value teamwork and collaboration more than preceding generations, which enhances their effectiveness in managerial roles. This aligns with Nigerian millennials' preference for collective accomplishments (Fishman, 2016), where cooperation among employees fosters a supportive work environment that improves managerial productivity. Similarly, Brown (2022) conducted a mixed-methods study to explore millennials' interactions in team-based settings. Using surveys and focus group discussions, the study found that millennial managers are more productive when their team members share a mutual understanding of goals and responsibilities. The findings highlight the importance of fostering cooperative work environments in Nigeria, where millennials thrive on shared responsibilities and collaborative success.

Kroth and Young (2014) investigated millennials' workplace skills and their influence on productivity. Their study used a case-study approach, focusing on organizations employing a high percentage of millennials. Findings revealed that skills such as adaptability, problem-solving, and technological proficiency were pivotal to millennials' success in leadership roles. This is particularly evident in Nigeria, where millennial managers' ability to leverage these skills has accelerated organizational growth (Fore, 2012). On the other hand, Kaul (2022) conducted a longitudinal study analyzing skill development among millennial managers over a five-year period. Using structured interviews and performance appraisals, the study concluded that continuous learning and self-improvement significantly enhance millennials' productivity. Nigerian millennials, noted for prioritizing personal growth, align closely with these findings, as they actively develop skills that align with their leadership aspirations (Hasbullah et al., 2022).

Hershatter and Epstein (2010) explored the relationship between technological advancement and productivity among millennials. The study utilized a quantitative design, collecting data through workplace productivity metrics and surveys on technology use. Results indicated that millennials' comfort with digital tools enhances their efficiency and ability to

manage complex tasks. In Nigeria, this finding is supported by Barkin et al. (2010), who noted that millennial managers leverage technology to overcome traditional workplace challenges and achieve higher productivity. Meanwhile, Fore (2012) conducted a cross-sectional survey examining the role of technological advancement in millennial leadership. The study found that access to technology and digital tools significantly increases workplace innovation and reduces managerial workload. Similarly, Mayberry (2023) emphasized that millennials' tech-savviness allows them to implement cutting-edge solutions, a critical factor in improving their productivity in Nigerian organizations.

2.2. Theoretical Framework

Cooper-Thomas and Anderson (2006) proposed organizational socialization theory, the process by which new employees change from outsiders to integrated and active insiders within the organization. This theory is premised on incorporating new employees into an organization, creating emotional attachments, and making them participate in the decision-making process. It includes variations in knowledge sharing, socialization, and technology advancement (Chatman, 1991; De Vos et al., 2003; Louis, 1980; Thomas & Anderson, 1998). Although much research has been undertaken, several theories have been suggested on millennials' and managers' leadership styles (Edmunds & Turner, 2002; Howe & Strauss, 2000). However, their unique characteristics, such as their ability to interact quickly, socialize, have curiosity, and have knowledge of technology, make this theory of organizational socialization unique and applicable in this context. A distinct characteristic of some millennial managers is that they regularly identify or re-examine their leadership styles and see if they contribute significantly to their subordinates, which is a valuable asset to any organization.

This study also relies on Scharmer's theory of the U model (Scharmer, 2007), which states that managers who may likely lead any organization more technologically and creatively need a clear direction that is difficult or cannot be predicted by other traits except upon communication. As reported by previous studies, every millennial and millennial manager desires swift communication among their peers and subordinates more than their counterparts from previous generational cohorts (Gursoy et al., 2008; Martin, 2005; Remo, 2006; Coppen, 2022). Beyond the manager-subordinate relationships through tasks and interactions, millennial encourages communication that transcends into openness, assurances, advice-

giving, and team building (Fairhurst & Uhl-Bien, 2012; Omilion-Hodges & Baker, 2017; Stafford et al., 2000; Andika et al., 2022).

Millennials are fast dominating the workforce and attaining managerial positions; a thorough understanding of their managerial style will go a long way to produce job satisfaction and cooperation where everyone knows what is required during task execution (Gibson et al., 2010; Kaifi et al., 2012). To attract and retain millennials and older generations, managers in any organization need to understand what motivates and is particular to each generation they manage (Guha, 2010). Failure to understand this can result in differences among these generations and create misunderstandings or distrust among employees. It is essential to understand the millennial manager's leadership style and values and generational differences due to the conflicts that can arise among the various generations and generational differences due to the conflicts that can arise among various generations of workers present in the organization. Deyoe and Fox (2011) state that conflict might occur due to differences in values and expectations of the millennials and others who belong to another cohort within the workforce.

This study is also in line with a number of leadership philosophies, such as the generational leadership theoretical framework (Ackaradejruangsri et al., 2022; Henderikx & Stoffers, 2022) that explores how different generations' leadership philosophies and practices differ. The study analyzes the management techniques of millennial managers and provides empirical evidence to back up the idea of generational shifts and their impacts on organizational effectiveness. Additionally, the findings from Farrukh et al. (2022), which show a connection between millennial managership and a transformative leadership style, are consistent with the knowledge of leadership theories. For instance, Islam (2023) and Hafees and Bidari (2022) reported that transformational leadership strongly emphasizes inspiring and motivating followers, cultivating positive relationships, and bringing about organizational change. The characteristics and routines of millennial managers that contribute to their successful performance are explained by this hypothesis. Similarly, the importance of collaboration, active involvement, and shared decision-making have been highlighted in earlier research on the function of democratic leadership (Anwer et al., 2022; Le & Nham, 2022; Hoque & Haya, 2023). This approach emphasizes team members' participation and promotes various viewpoints, resulting in better decisions and problem-solving.

With an emphasis on addressing the needs of the followers, transformational leadership serves as a paradigm for change, revolution, and social and cultural transformation. Avolio and Bass (2002) expanded organizational leadership by demonstrating how the psychological element of transformational leadership influences employee behavior. The key ideas of transformational leadership, according to Avolio and Bass (2002) and Northouse (2017), are idealized influence (the leader acts as a role model to subordinates), inspiration (the leader creates a challenging and meaningful vision), and intellectually stimulating (leader encourages the framing and reframing of problems through the generation of ideas). Previous empirical research shows that transformational leadership increases employees' job satisfaction through the transformational leader's individualized consideration characteristics and stimulates organizational citizenship behavior in employees (Dvir et al., 2002; Yusof et al., 2014). It additionally enhances direct followers' morality, empowerment, and motivation by averting self-demoralization among followers.

According to Ywioek et al. (2022), transformational leaders enthuse and motivate employees by articulating a compelling future vision for the company. They effectively communicate this goal, instilling passion and dedication in team members. These managers prioritize their employees' personal and professional development. They foster a positive work environment by providing mentorship, coaching, and assistance to help people reach their full potential. Transformational leadership, according to proponents, increases organizational effectiveness. A leader's ability to motivate and influence employees improves productivity, teamwork, and commitment (Camp et al., 2022; Srimulyani & Hermanto, 2022; Alzoraiki et al., 2023).

Transformational leadership emphasizes the importance of personal and professional development, aligning perfectly with the career aspirations of millennial managers who value continuous learning and growth (Barnes & Gearin, 2022). This approach creates a positive work environment through mentorship, coaching, and support, fostering a collaborative and supportive atmosphere that millennial managers prefer. By prioritizing employee development, transformational leaders can inspire their teams to achieve their full potential, resulting in improved productivity and job satisfaction (Bahrami et al., 2022). Such leadership practices resonate with the collaborative nature often associated with the millennial generation (Easton & Steyn, 2023). Transformational leadership's purported impact on organizational effectiveness, as supported by Camp et al. (2022), Srimulyani and Hermanto (2022), and

Alzoraiki et al. (2023), directly aligns with the objectives of millennial managers. The improvement in productivity, teamwork, and commitment resulting from a leader's ability to motivate and influence employees corresponds with the outcomes sought by millennial managers in their pursuit of professional success.

Furthermore, the concept of technology leadership is consistent with the recognition of technological advancement as a critical component supporting the success of millennial managers (van Vuuren et al., 2022). Managers must embrace technology in the digital age to increase output, creativity, and organizational success. This study emphasizes the importance of technological aptitude and adaptability in the leadership styles of millennial managers. The suggestion to develop a framework to assist millennial managers in establishing the proper leadership culture is based on organizational culture and leadership theory. This idea, supported by research by Arghode et al. (2022) and Mutonyi et al. (2022), emphasizes the impact of organizational culture on leadership performance.

Organizations can improve their performance and produce better results by creating a culture that aligns with millennial management's values, preferences, and strengths. It promotes authoritarian leadership philosophies that enable quick decision-making (Bence, 2022). This can be useful in highly structured environments or situations requiring quick action. It fosters team members' strong sense of accountability and provides clear direction (Tedla & Gaikr, 2022). This approach can help maintain focus and ensure that tasks are completed as intended. Similarly, proponents of participative leadership argue that involving employees in decision-making procedures increases their sense of empowerment, engagement, and ownership. This strategy promotes a diverse and inclusive workplace. It allows for various points of view and suggestions from the team, which promotes innovation and creativity. This strategy promotes open communication and free exchange of ideas. In addition to these advantages, Royston and Reiter-Palmon (2022) state that it encourages team members' diverse perspectives and ideas, which fosters increased creativity and innovation.

This study adds to the corpus of knowledge on 21st-century leadership techniques by combining these important theories and using a sound methodological approach. It clarifies the distinct traits and needs of millennial managers and provides information on how businesses may best assist and develop their millennial leaders for greater productivity in the digital age. From the foregoing, this study, therefore, argued that conflict between the millennials and other

generations could adversely affect manager-subordinate cooperation and other vital components in achieving the organization's goal.

3. Methodology

3.1. Design and Study Setting

This is a quantitative study where a cross-sectional design was employed. The primary aim is to examine the factors influencing the productivity of millennial managers in Lagos, Nigeria, focusing specifically on the roles of employee cooperation, managerial skills, and technological advancement. The research employs both descriptive and inferential statistics to analyze the data. Structural Equation Modeling (SEM) is used to rigorously measure the relationships between the key constructs, employee cooperation, managerial skills, technological advancement and the productivity of millennial managers. By utilizing SEM, the study ensured that the constructs are measured accurately, correlations are analyzed, and conclusions are drawn based on solid empirical data.

3.2. Population and Sample

The non-probability sampling method was adopted because there was no sampling frame to include every nationwide employee (Hair et al., 2019). The study population consists of human resource managers across various sectors in Nigeria, chosen for their relevance to the management practices under investigation. A total of 235 respondents were collected from the fieldwork after the questionnaire was distributed online via a link shared on various social media sites, allowing the researcher to swiftly cover many respondents who can be easily quantified via software tools.

Table 1 shows the demographic distribution of respondents for gender; 55% are male, and 45% are female. Most respondents (51%) are married, with singles being 48%. Regarding the age group, the highest age group comprises "30 to 39 years," 68%. For educational qualifications, most respondents (47%) are Bachelor's degree holders, and (34%) are Master's degrees in various fields. Meanwhile, 46 respondents, representing 20%, possessed professional certification in human resources management and other related specialties. While looking into the respondents' work experience, most have 6 to 10 years, representing 40% of the total sample. Eighty-six (86) respondents were between 0 and 5 years, representing 37%, while those with 11 years of experience and above are 23%.

Table 1*Demographic distribution of the respondents (n = 235)*

Demographic Factor	Count	% Contribution
Gender		
Female	129	55%
Male	106	45%
Age		
20-29 years	77	33%
30-35 years	79	34%
36-39 years	79	34%
Marital Status		
Married	121	51%
Others	2	1%
Single	112	48%
Educational Qualification		
Bachelor degree	110	47%
Master degree	79	34%
Professional Certifications	46	20%
Work Experience		
0-5 years	86	37%
11 years and above	54	23%
6-10 years	95	40%

Source: Authors Computation 2023 | Software Microsoft Excel

3.3. Instrument and Measurement

The study used a structured, closed-ended questionnaire to collect its data. The questionnaire was split into two sections: the first covered respondents' sociodemographic traits and the second focused on millennial managers' leadership philosophies and productivity-boosting elements. The respondents' sociodemographic details include their gender, age, marital status, level of education, and years of experience. The other part contained the measured construct used in this study, where the exogenous variables are millennial managers' skills, technology advancement, and cooperation received from other employees. In contrast, the endogenous variable is the millennial manager's impact. All items were scored with a five-point Likert scale, ranging from (1) strongly disagree to (5) strongly

agree. The internal consistency of the items forming these variable constructs was tested and validated by composite reliability (CR) and Average Variance Extracted (AVE).

The data for this study were gathered through an online survey, which was distributed via digital platforms. The online survey format was selected to ensure ease of access and to facilitate reaching a broad audience, especially given the technological fluency of millennial managers. In compliance with ethical standards, all participants in the study were briefed on the purpose of the research and the nature of their involvement. They were provided with full details regarding the confidentiality of their responses and the voluntary nature of their participation. Informed consent was obtained from all respondents, who agreed to participate in the study without any coercion. Given that the respondents were mature individuals, the research protocol ensured that all ethical guidelines were strictly followed, including the protection of privacy and data security.

3.4. Key Variables

Academic and theoretical perspectives on critical factors cover areas such as necessary skills, technology advancement, collaboration, and competitive salary in relation to millennial managers' management practices in organizations.

Necessary skills in the context of millennial managers refers to the particular talents and capacities necessary for efficient management techniques (Magano et al., 2020). From a scholarly standpoint, a study can focus on pinpointing the particular abilities millennial managers need to succeed, such as adaptability (Kyrousi et al., 2022), digital literacy (Mihalcea, 2017), emotional intelligence (Hill (2021), and teamwork (Dyer & Dyer, 2019). Organizations looking to support and develop millennial managers may find it helpful to investigate how these skills affect management techniques and organizational outcomes.

Technology advancement is critical in millennial managers and their management styles (Gabriel et al., 2020; Henkel et al., 2020). Academic insights can be gained by studying how millennial managers use technology in their decision-making, communication, and overall management strategy. Furthermore, studying how technology affects organizational creativity and efficiency under the direction of millennial managers can provide theoretical insights into the relationship between management practices and technological development.

Cooperation is referred to as collaboration and teamwork in management practices in organizations run by millennial managers (Gabrielova & Buchko, 2021). Academic research

could examine how millennial managers encourage teamwork, create inclusive work environments, and foster a sense of belonging. The importance of fostering a cooperative work culture can be understood theoretically by considering how cooperation shapes management practices and how it affects employee satisfaction, productivity, and organizational outcomes.

Competitive wage variable refers to the financial incentives and awards given to millennial managers (Astuti & Rifai, 2020). Similarly, academic research can investigate how competitive pay affects millennial managers' motivation, job satisfaction, and overall performance. Furthermore, studying how competitive pay interacts with other factors such as job autonomy, work-life balance, and career development opportunities may provide theoretical perspectives on how monetary incentives affect management strategies in millennial-led businesses.

4. Results and Discussion

This section presents the findings obtained from the analysis of data collected during the study and discusses their implications with respect to the research objectives. The analysis focuses on key constructs such as employee cooperation, the impact of millennial managers, their skills, and the role of technological advancement in enhancing productivity. Relevant figures and tables are referenced to substantiate the discussion.

Figure 1

Leadership style that best describes millennial managers

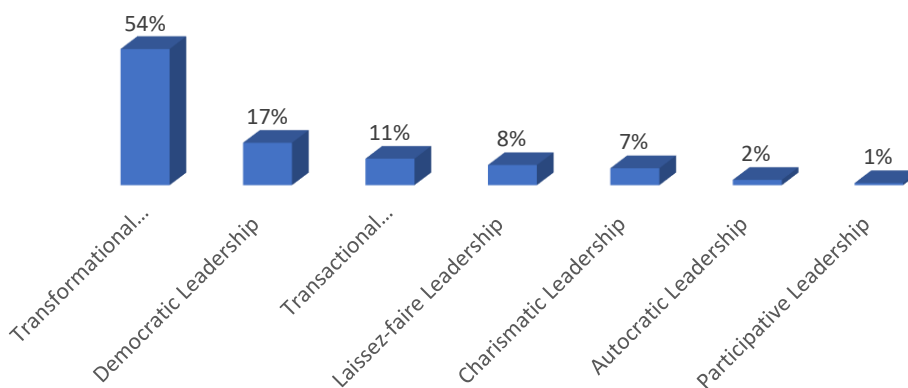


Figure 1 shows the leadership styles that best describe millennial managers. Most respondents (54%) described the transformational leadership style as the most appropriate,

with the democratic leadership style being 17%. In contrast, the least leadership styles are autocratic and participative, with 2% and 1% percentages. Most respondents' choice of transformative leadership approach affirms millennial managers' energetic, enthusiastic, and passionate traits as a transformational leader, which are always known to motivate, support, and boost morale, leading to their subordinate's performance.

Table 2*Composite reliability and validity for construct*

Construct	Items	Loadings	Composite Reliability	Average Variance Extracted
Cooperation	Millennials cooperate and encourage Millennial Managers	0.789	0.794	0.569
	Younger Generation believes and cooperate with Millennial Managers	0.63		
	Millennials themselves believe Millennial Managers are doing well	0.726		
Millennium Manager's Impact	Millennial managers have brought good work-life balance to the system	0.713	0.892	0.675
	Millennial managers have brought fast Career growth to others	0.845		
	Millennial managers have equally brought Work-Place Flexibility to organizations	0.864		
	Millennial managers have made salary to be competitive among employees.	0.857		
Millennial Manager's Skills	Millennials have the necessary skills and knowledge needed for the 21 st -century workplace	0.8	0.822	0.698
	Millennials are fast occupying the workspace and are being productive than the older generations due to their skills	0.869		
Technological Advancement	Technological advancement has made human resource management easy for millennial managers in the industry.	0.654	0.754	0.61
	Technological advancement has brought excellent job titles to millennial managers	0.89		

Source: Author's own work

According to Hair et al. (2019), for exploratory research, the factor loadings of 0.60 are acceptable. However, the recommended loadings start from 0.7, implying that the constructs are sufficiently reliable. Table 2 shows that all the loadings fall between acceptance regions of 0.6 to 0.96. Similarly, the composite reliability (CR) index and Average Variance Extracted (AVE) were used to determine the internal consistency of the construct, as recommended by Henseler et al. (2016). Hair et al. (2019) reported that composite reliability values from 0.6 to 0.7 are acceptable in an exploratory study to assess the instrument's internal consistency. A highly reliable and satisfactory instrument ranges from 0.7 to 0.9; however, an instrument with a value of 0.95 and above signifies a complex and redundant instrument (Hair et al., 2019; Hensler et al., 2016). In this study, all the composite reliability values shown in table 2 are within the acceptance region. The AVE test was carried out to support the composite reliability test and as proof of convergent validity (Fornell & Larcker, 1981). Bagozzi and Yi (1991) gave an AVE threshold level of 0.5 as an acceptance of convergent validity, i.e., the construct explains at least 50% of the variance of its items (Hair et al., 2019). Therefore, the measures used in this study are said to have acceptable levels of convergent validity.

Table 3

Discriminant Validity: Hetero-Trait Mono-Trait (HTMT) Ratio

Construct	I	II	III	IV
I. Cooperation	0.754			
II. Millennial Manager's Impact	0.184	0.822		
III. Necessary Skills	0.441	0.195	0.835	
IV. Technological Advancement	0.425	0.405	0.409	0.781

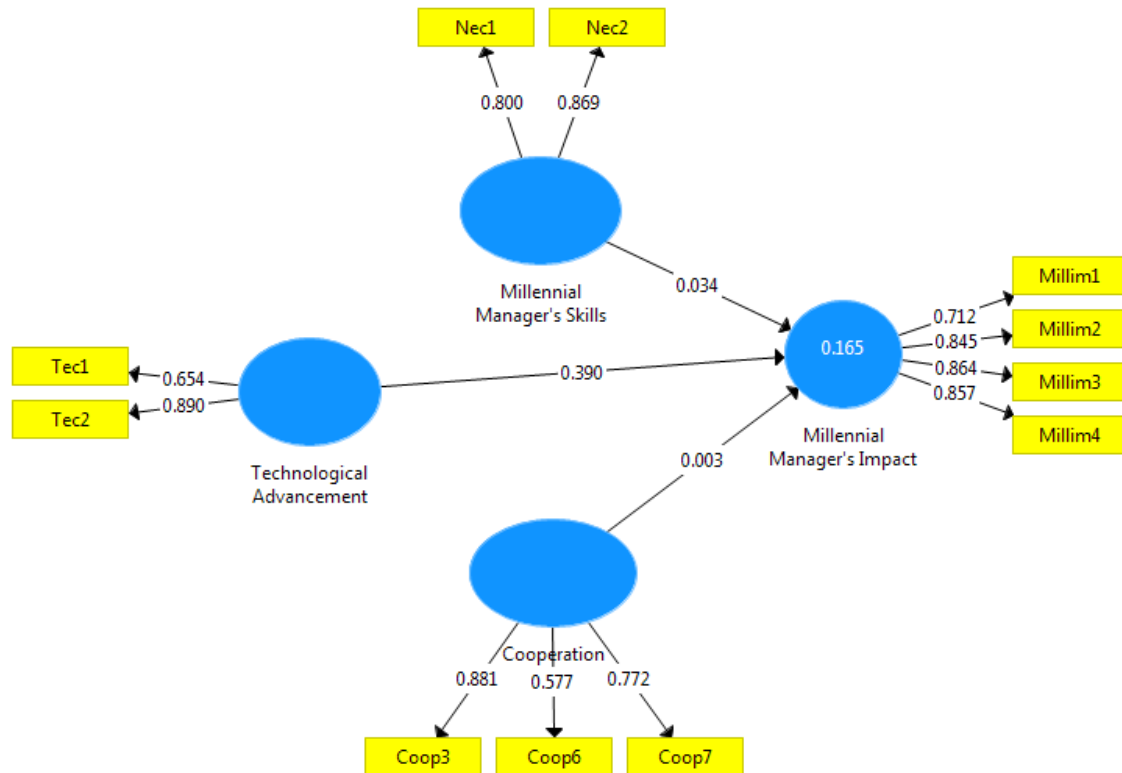
Source: Authors own work

The discriminant validity result displayed in table 3 validates the empirical evidence for the uniqueness of each and every variable utilized in this investigation. According to Hensler et al. (2016), discriminant validity is demonstrated when the HTMT value is smaller than 0.90. The Fornell-Larcker criterion and cross-loading of items do not perform as well as the HTMT ratio of correlations, per the literature, in determining the discriminant validity of constructs (SmartPLS, 2020; Henseler et al., 2015). The numbers in table 3's diagonal also demonstrate that all of the constructs have HTMT values that range from 0.5 to 0.8 (less than

0.9), demonstrating that all of the study's components meet the requirements for discriminant validity.

Figure 2

Structural Equation Model



This study confirmed the path coefficients' significance by using 235 cases and 5000 bootstrapping estimates, as Hair et al. (2012) suggested. This was to establish the causal relationship (direct) as proposed in hypotheses H1 – H3. Figure 2 and Table 4 show the path coefficient values, significant level, t-statistics, p-value, and bootstrapping at a 95% confidence interval.

Figure 2 displays the structural model, showing the explanatory power of the model. The R^2 coefficient of determination of the endogenous construct for the regression equations, as shown in the structural model, falls between 0 and 1, explaining the degree of validity of a model. The R^2 result shows that all the exogenous constructs have a combined explanatory power of 16.5% on the endogenous construct.

Table 4*Path coefficient in the structural model*

Hypothesis	Constructs Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Remarks
H1	Co-operation -> Millennial manager's Impact	0.003	0.031	0.086	0.038	0.97	Rejected
H2	Millennial Manager's Skills -> Millennial manager's Impact	0.034	0.039	0.075	0.454	0.65	Rejected
H3	Technological Advancement -> Millennial manager's Impact	0.39	0.391	0.083	4.689	0.00	Accepted

Source: Authors' own work

Table 4 shows the extent of the model relationship between the construct. Results from the SEM model indicate that cooperation from employees, subordinates, and other organization members does not positively impact millennial managers' performance ($\beta = 0.003$, $t = 0.038$, $p < 0.97$). Thus, cooperation and millennial manager performance have no positive and significant relationship. Furthermore, the result from the model also showed that millennial managers' skills do not influence millennial managers' productivity. Specifically, a unit increase in millennial managers' skills will lead to a 3% decrease in the performance of millennial managers ($\beta = 0.03$, $t = 0.454$, $p < 0.65$). The outcome of hypothesis three, which looked at whether technical development and the productivity impact of millennial managers are directly related, was successful. The structural model of the SEM analysis revealed a substantial and favorable direct association between technical development and the impact of millennial managers ($\beta = 0.39$, $t = 4.689$, $p = 0.00$). Accordingly, millennial managers' influence will rise by 39% for every unit, more than technology advances. As a result, the first and second hypotheses (H1 and H2) evaluated and proposed in this study were disproved. The claim that technology innovation will favorably influence the impact of the millennial manager was accepted because hypothesis three demonstrated a positive and significant association with a p-value less than 0.05.

5. Conclusion and Recommendation

This study explores the leadership style that best suits millennial managers and critical factors that will make them perform productively in their managerial roles. The paper reviews millennials' peculiar context in a developing country with unique socio-economic challenges and further explores factors that aid the productivity of these managers and the best leadership style suitable for implementing their roles. It is evident from the empirical analysis that most respondents opined that the transformational leadership style is the most suitable for millennial managers due to their character. The first hypothesis on cooperation's influence on millennial managers was found to be untrue. This corroborates the findings of Hobbs (2017) that the high expectation of millennials is the bane of the lack of cooperation between them and the older generation of workers in most organizations. The second hypothesis testing millennial managerial skill's influence on their managerial impact was also found not to be significant. This supports the first hypothesis, suggesting the need for millennial managers to possess the required skills to manage their subordinates and encourage them to cooperate with them. The third hypothesis tested the influence of technological advancement on millennial managers' impact, which was found to be significant.

The current study has bolstered the theory of organizational socialization (Cooper-Thomas & Anderson, 2006), which is seen as the process by which new employees change from outsiders to an integrated and active insider. A theory that can give new organizational managers a sense of belonging makes them actively participate in decision-making. This implies that millennials aiming to become managers must have the required skills, be vast in technology, and have a clear ability to interact and cooperate with fellow employees to achieve the organization's goal. It will be highly imperative for millennials to have the necessary skills, upgrade themselves on the trending technologies in their field, and, most importantly, socialize with fellow employees through the ladder to managers' positions. In addition, effective communication among the employees must be upheld to aid their productivity.

The study advances knowledge of the leadership philosophies best suited for millennial managers. It implies that the traits of millennial managers fit well with the transformational leadership style. By shedding light on the leadership choices of a particular generation, this result adds to the body of knowledge regarding leadership theories. The study investigates how several variables affect millennial managers' performance. It concludes that the millennial managers' cooperation and abilities have little effect on their managerial impact. Nevertheless,

the development of technology has proven to have a considerable impact. These results add to the understanding of particular context faced by millennial managers and shed light on the elements necessary for their successful performance. By highlighting the significance of new managers actively participating in decision-making and creating a sense of belonging inside the business, the study supports the theory of organizational socialization. This research confirms the importance of socialization processes in enabling millennials to succeed in leadership posts.

According to the findings, businesses should concentrate on supplying millennial managers with the technical know-how and abilities they need to operate better. This emphasizes the significance of personalized training and development plans created to meet millennial managers' unique requirements and traits. The study also emphasizes the need for encouraging cooperation and excellent communication between millennial managers and their direct reports. By encouraging teamwork among employees of various generations and fostering a collaborative work atmosphere, organizations can help this process along. The study urges additional research in African nations to evaluate the effect of millennial managers' leadership styles on subordinate performance.

The study's shortcomings and possible directions for future research are as follows:

Limited generalizability. Because the study was restricted to Nigeria, its results may be unique to the socioeconomic setting and difficulties of that nation. The generalizability of the findings should be explored in future studies by considering doing comparable investigations in various developing nations. Comparative research comparing various nations or areas could offer insightful information about cultural and contextual elements that might affect the efficacy of leadership approaches.

Small sample size. The study offers details on the sample size or the participants' demographics. A limited sample size could constrain the statistical power and generalizability of the results. To improve the reliability of the findings, future research should aim for larger and more varied sample sizes.

Lack of longitudinal design. The study appears to be cross-sectional, which means it only provides a picture of the link between management effect and leadership styles at a certain moment. To investigate the long-term impacts of leadership styles on the productivity of millennial managers and their direct reports, longitudinal study methodologies may be used.

Limited range of the factors. The study primarily focuses on how collaboration, expertise, and technology advancement affect the impact of millennial managers. Other elements, including corporate culture, work-life balance, and employee engagement, may also impact how well millennial managers succeed. Future research should examine a wider range of variables to offer a more thorough grasp of the subject.

Qualitative research. The study mostly depends on quantitative analysis, but qualitative research techniques, such as focus groups or interviews, could give a deeper knowledge of the experiences, difficulties, and opinions of millennial managers. Future research may include qualitative methods to supplement the quantitative results.

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