

Effective Leadership Styles for Gen Z

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ABSTRACT

The study on effective leadership style on Gen z workforce whereby there is a need identify which of the leadership styles that are available and being applied nowadays is most suitable for Gen Z. The differences it give big impact on leadership styles because each generation goes through differences of things that they went through as well as the historical events that they acknowledge is pretty much different. Why a particular leadership styles does is crucial for an organization? This is because the leadership style and gap between the generation plays an important role in determining which one is most effective and why general differences are the crucial key points that determined whether the leadership styles will be effective or not. Gen Z is most likely to be different because they are able to adapt to new diversity nowadays. They also can catch up or follow up with the fast changing era. They also have the ability to blend well with the all-current technologies. Gen Z always different from others because they do not like to be told by others what to be done but instead prefer to complete the task or complete any job in their own such way. Most effective leader are the people are able to unite and push their organization to their maximum potential. If a leader knows how to modify their leadership styles accordingly, it will surely help to the process of keeping a great engagement between the leader and the employees.

Keywords

Transactional Leadership, Transformational Leadership, Autocratic Leadership, Charismatic Leadership, Situational Leadership.

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

Introduction

To investigate important of effective leadership style towards Generation z in Malaysia. The details of leadership style definition. On this chapter that will be explaining about the differences of every generation that can be effected with other generation. However, by that, Generation Z was nowadays generation and how the differences can be effected towards Generation Z.

As we all know, there are plenty of leadership styles that are apply in this world. Different company or organizations in a country might apply different types of leadership and maybe practicing the same exact thing. It all depends on the approach and the suitability of the company. We focus on what type of leadership styles that are suitable for Gen Z. we must identify the difference between those generations and what kind of leadership styles that they have been applying and what leadership styles suits Gen Z the most and why leadership style is likely to be one of the enigma of a company on how well the company operates. Leadership styles had been changing according to time as time changes and people experience and grew up with different knowledge.

Gen Z are very much different from those other generations because as we know nowadays Gen Z are considered the people who are the newbies entering the field of work. It is quite hard for the people in the company if they just maintain the current leadership styles because of the age different. It is important for every company or an organization to find out the effective leadership style for a specific people so that they will be able to adapt and most likely be comfortable to settle down.

Gen Z on the other hand does not stay at a place for a long time. This generation is also tend to be more independent

and they are quite comfortable with technology, diversity and changes. They are also very straightforward when it comes to making things clear and they require immediate and direct feedback from the employees. They are also the generation where they are willing to take responsibilities in order to prove their capability and their worth to the company.

The problem statement was there are some research that examines which leadership styles are suitable and effective for generation Z (Amayah & Samsudin, 2019). The problem was, which leadership styles are motivation for the generation Z. Nowadays, in organizations works are struggle with how to connect and manage the leadership style generation Z. It will put these organizations in a position where they will have difficult to attracting or retaining employees from the generation Y (Aishah - Amilia, 2019).

The research objectives also help to identify the effectiveness of leadership styles and which leadership's styles that can give affects towards Gen Z workforce. It also help to understand how Gen Z can be lead on their understanding of an effective leader and what the most suitable leaderships styles that is preferred by Gen Z workforce.

Based on the significant of the study, about examining motivational factors of generation Z to start working will assists the company to find the combination impact the motivation to lead the company and the company will perform the actual target market to increase profit in company growth. To enhance the performance, reduce the cost, save time and know what the leadership style is, it can have a clear idea of gen Z strengths, as well as the weaknesses. Only when gen Z have a firm understanding of the strengths and weaknesses can, or the team of leaders, become a more effective leader. This is referring for company, because company also will improve their quality

time to time base on the performance, from the research, leadership is the major key to for a company to operate well. The significant of this study will create new theories and improve the way of different generations share different leadership of style or they might share the same values, we still need to identify those different approaches so that we will be able to find out which type leadership style that is mostly effective on Gen Z.

Literature Review

The chapter discusses about literature that related to an investigation on how effective leadership styles for generation Z workforces in Malaysia. This chapter reviews theories, sources of job satisfaction, model and leadership styles. It also analyses the relationship between variables based on recommendations and findings from previous research. The literature review focuses on development of theoretical framework will be discussed by providing the connection between the job satisfaction and the factor that affect the leadership style in Malaysia workforce.

The Gen Z will replace the baby boomers and Generation X in the workforce and will become the majority. Managers need to adjust their own leadership style according to the characteristics of generations nowadays. To succeed in Gen Z teams, we must understand the driving factors and values of these teams, and the context in which they have developed their values. Gen Z is challenging leaders to develop an authentic business culture of recognition and make social involvement that works at the cutting edge of technological development.

Theoretical Foundation

According to Dye, Mills and Weathered (2005), Maslow's theory is widely accepted because of continued and widespread interest in his work and is, therefore, the preferred choice over other theorists in this field of study. There is five (5) categorize level of needs in the hierarchy order. That are Physiological Needs, Security Needs, Affiliation Needs, Esteem Needs and Self-Actualization Needs.

Needs will shape a person's behavior and attitude. The theory also refer to "achievement-motivation" theory (Dagnan, Disley and Hatton 2009). Here, there is a strong need for control and for a person's idea to prevail over that of others. A strong need for a manage is achieve the objectivity because of the need to be accepted. In contrast, a strong need for affiliation may increase group acceptance for an employee. In this case, motivation are through recognition from cooperation or teamwork, leading to an increase in effectiveness and productivity. They feel that achievement will satisfying than financial gain or material rewards and would favor jobs that satisfy their needs. Objective feedback is to measure success rates of planned initiatives.

Conceptual Model

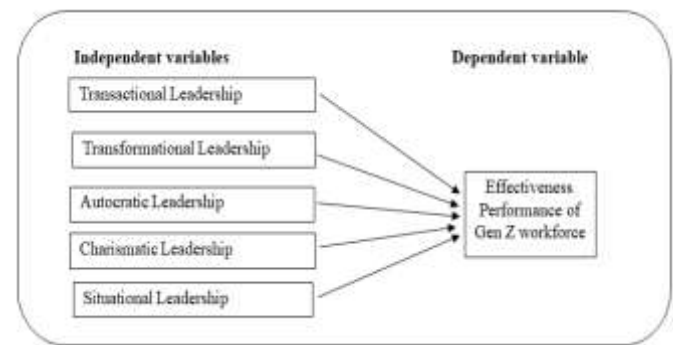


Figure 2.1 Independent variables and Dependent variable

A transactional leader is someone who values order and his or her structure. Example are they like to complete their objectives on time or move people and supplies in an organization way. Transactional leadership depends on self-motivated people who work well in a structured, directed environment and effectiveness to the performance of the Gen z workplace.

Transformational leadership is a leadership style in which leaders encourage, inspire and motivate employees to innovate and create for the future success of the company performance of gen z. A management style is designed to give the effective performance of Gen Z to the employees more room to be creative, look to the future and find new solutions to old the problems. Employees on the leadership track will also be prepared to become a good transformational leaders themselves through this.

This autocratic leadership style we normally see in businesses which are small business with few employee Autocratic leadership will be helpful in situations where a business faces crisis in the effective way of performance of Gen z. It will be able to react according to the situation promptly compared to other leadership styles, because of streamlined organizational structure and quick decision-making ability.

The charismatic leadership style relies on the charm and persuasiveness of the leader. Charismatic leaders are driven by their convictions and commitment to their cause. Charismatic leaders also are sometimes called transformational leaders because they share multiple similarities. Their main difference is focus and audience. Charismatic leaders often try to make the status quo better, while transformational leaders focus on transforming organizations into the leader's vision.

Situational Leadership is an adaptive leadership style. This encourages leaders to take stock of their team members in workplace and choose the effective leadership style of Gen z. it also help to fits their goals and circumstances.

Methodology

The Questionnaire we done through goggle form.it help to find the solution to our research based on the respondent perception of the answer. Our plan is actually to interview the Gen Z people who work near Shah Alam to face-to-face. Because of the covid-19, we change our plan to through google form to gather the workforces Questionnaire data for this research. The Questionnaire has been dividing into two

selections, which are, in Section A applied as a demographic question such as gender, age, qualification and Sections B are related to the relationship between the dependent and independent variable.

We have five independent variable that is, transaction leadership, transformation leadership, autocratic leadership, charismatic leadership and situation leadership to investigate effective leadership styles for Gen Z workforces in Malaysia. According to Questionnaire, studies can be used in the systematic collection of information. We also collect the data from google form that help to filled by the respondents along.

The research population is a large collection of MSU student's internship and students have job experience. Our targeted population is more than 150 of students do the internship on 2019. However, due to the large sizes of populations, it consumes more time to deliver and collect the questionnaires and some of the questionnaires are not completely answered.

From that, we only managed to get 100 precise questionnaires from the student's internship and students have job experience. This is the reason why we are relying on sampling techniques. We received different of results from the survey. Based on the results, it proves that every student has their own characteristics that give them motivations to be a leadership. They are giving support and cooperate very well to contribute towards this research.

Results and Discussion

Demographic Profile Respondent

The demographic characteristics of the respondents are discuss in this thesis are supporting by the frequency of tables and charts. Hence, it is also able to provide a clear analysis on each of the data collected for the research.

The results shows, 70 respondents are male (45.3%) while 80 respondents are female (54.7%). The reason why there are more female respondents than male respondents is because we find that female are more interested to be a leader rather than male. Majority of respondents with the age 22-23 has the highest respondents due to the questionnaires were distribute to MSU students, and 22-23 are usually the range of age and optimal age of internship students in MSU.

From the data gathered, Malay respondents score the highest with 73 respondents (48.3%), followed by Indian with 67 respondents (44.4%), and Chinese with 11 respondents (7.3%). Based on the data collected, Malay have the highest respondents are due to the majority of the MSU internship students. Malay students also answered the questionnaire due to their interest in leadership style of gen z. In nationality, 92.1% of respondents are Malaysians and 7.1% of respondents are non-Malaysians out of 151 respondents of internship students in MSU.

For level of education, Bachelor have the highest respondents of 83 (55.0%), followed by Diploma with 55 respondents (36.4%), Master with 5 respondents (3.3%), and PhD no respondents (0%). Respondents with Bachelor level of education scores the highest due to their interest in starting their own business.

Finally, the motivating factors of internship students has a value experience. From 151 respondents, 11 respondents does not have value experience in workplace. (7.3%), while 92.1 respondents have the value experience in workplace (92.1%). The reason why respondents does not have value experience due to the fear and lack of motivation to start working. Most of them usually focuses more on studies rather doing part time or working at the same time to get more income.

Hypothesis Testing and Discussion

Table 4.8: Reability analysis

Variable	Number of item	Cronbach's Alpha
Transactional	5	.288
Transformational	4	.664
Autocratic	4	.354
charismatic	4	.726
Performance	5	.745

The result from table 4.8 shows the reliability analysis on the modified of internship students in MSU on five variables with 22 items from both expectation and perception scales. The result revealed that Cronbach's Alpha values of intention to transactional, transformational, autocratic, and charismatic and performance fall between the ranges of 28.8 – 74.5. This represent transformational, charismatic and performance is variables have very good reliability. The transactional is not reliable 28.8%, which is lower than 0.6%, and the autocratic is not reliable of 35.4% lower than 0.6%.

Based on the transactional and autocratic respondents survey is choose 4-5 which means agree and strongly that is the gen z lack of experience of being a leader and important to lead employee in workplace .

Table 4.9: Correlation Table
Correlations

	transactional	Transformational	Autocratic	performance
Pearson Correlation	1	.234**	.035	.242**
transactional Sig. (2-tailed)		.004	.673	.003
N	151	151	151	151
Pearson Correlation	.234**	1	.270**	.386**
Transformational Sig. (2-tailed)	.004		.001	.000
N	151	151	151	151
Pearson Correlation	.035	.270**	1	.266**
Autocratic Sig. (2-tailed)	.673	.001		.001
N	151	151	151	151
Pearson Correlation	.242**	.386**	.266**	1
performance Sig. (2-tailed)	.003	.000	.001	
N	151	151	151	151

According to the table 4.8, to analyze the dependent and independent variable of our topic which effective leadership style for gen z. There are four variables of our topic that are transactional, transformational, and autocratic and performance

First, the transformational factors of transactional with Pearson of 2.34%. Transformational factors have the second highest percentage among other variables. It shows that it is a positive relationship. This may because of own perception and opinion about leadership style for gen z and their acknowledgment from individuals. The significant value is 0.04.

Second, the autocratic of transactional with Pearson of 0.35%. Autocratic is the lowest from the correlation table. From the table, we can accept that it is a positive relationship and its significant value is 6.73%.

Third, performance factors transactional of 2.42%. The significant value is 0.03%. The performance factors will be speculated as a positive relationship with acceptance. Respondents eventually accept that the performance of gen z.

We conclude that the percentage of the Pearson Correlate is all positively related to our dependent variable. No negative relation information compute from our given independent variable processed by the SPSS application. The variable seems to meet all the respondent criteria of the question to answer and relate to our research topic.

Last part in the reliability test, we need to ensure that the reliability percentage exceed the 70% before proceeds our final data process. Our data mostly exceeds 70%, as we believe that the questions we provide to the respondents are related with the intention to start business. Hence, the reliability test helps us to ensure that there is no lacking in data process and vague data when completing this research.

Conclusions

Lastly, theoretical implications help this research allowed for a deeper insight in leadership attributes that are not only preferred but also experienced as effective. Besides examining what leadership attributes are preferred and effective, this qualitative study also explored why these are preferred and effective for managing Gen z. Whereas the majority of previous literature is quantitative in nature, underlying explanations were often reasoned without concrete findings. This research builds upon prior studies that take only perspective into account, but by taking a dual-perspective

In general, practical implications have alignment of leadership attributes between Gen Z and leaders, meaning that leaders within this organization may be well qualified for managing Gen Z. Practically important for this organization is the one leadership attribute that was mentioned by Gen Z but not by leaders, as this may indicate that leaders can develop themselves on this aspect. Leaders should receive tools in order to maximize the effect of feedback on individual and organizational success.

Practical contributions help us how the effective leadership styles for gen z help and we can be used this paper to gain the new knowledge. This paper contains the definition of

leadership gen z, learning styles, what types of leadership they need to use now.

One of the objective of this paper is to study that factor that can motivate the gen z people to be a good leadership styles that they can use for their work place. They try to find out what the reason that makes gen z want to become a good leadership in their work place. The findings of this paper, as we can see in the analysis are more to the gen z people, who are working and what types of the leadership styles they are using to their career path. Based on the result, the gen z leadership people are more active and most intelligence people at work place and give full cooperation when it comes to work.

The limitation are we were doing this paper while the world wide have issues of pandemic covid-19. In this current situation, Malaysia is doing MCO, which is Movement Control Order. Everyone needs to limit their movement to go other places. We are not allowed to do interview to face-to-face or to meet up the respondent. To overcome the cases, on the chapter 3 we has shown that these paper are sharing a questionnaire using the media social such as WhatsApp, telegram, Instagram and also Facebook to the people of gen z respondents.

Second, we are been given a due date to complete this paper. In our situation we are been given starting from 17 February 2020 until 7 May 2020. It is a short time to complete the paper. Average length of due date of thesis is often given in page count and depends on departments, faculties and fields of study.

The future study this research supported the findings of Wysong (2000), whereby transformational leadership style enhances the leader's relationship, resulting in positive organizational outcomes. Leithwood, Jantzi, and Steinbach (1999) contended that transformational leadership increases the motivation necessary for extra effort, thereby positively affecting organizational outcomes. However, Generation Z are react very similarly to leadership styles.

Some researchers argued that Gen Z are significantly different from other generations and therefore should be managed with an appropriate style. This exploratory and qualitative study aimed to answer the question what leadership attributes are preferred by Gen Z and effective for managing Gen Z. Gen Z want and can be managed effectively by leaders who are involved in their development and consider them as a person by having informal contact besides business related contact. For example, only Gen Z listed feedback providing, whereas only leaders listed 'open to new ideas' and 'adaptability'. Furthermore, the two parties ranked the constructs 'absence of hierarchy', 'guidance and empowerment differently. These differences in constructs and rankings can be explained by the so-called 'bias of experience' that causes a discrepancy in the way Gen Z want to be managed and how they are actually managed by leaders.

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