Z Generation Managerial Style: A Theoretical Approach

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Abstract

The Generation Z, consisting of the people born since 2000, are also called as Children of Internet, Digital Generation, Digital Natives, Media Generation, .Com Generation, iGen or Instant Online. The most distinctive traits of the Generation Z are reliance, freedom, individualism, addiction to technology and speed. The members of this generation accessing to any kind of information on Internet they need are supposed to be the most connected generation. This generation wants anything to happen quickly and instantly because of the impact created by the advancement of technology. Generation Z, they are expected to have characteristics such as multitasking, efficient technology utilization, individualism (not to like the teamwork), creativity, global point of view and preference of non-standard and personalized works. The nature of leadership is changing in today's dynamic and fast-paced organizations. The paper enlist the Six leadership style of this generation will lean towards Visionary; Coaching; Affiliative; Democratic; Pacesetting; and Commanding. The top 6 professional values of generation Z are doing well in role, making more money, work-life balance, promotion, changing career, and retirement.
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Keywords
Generation Z; Managerial style; Leadership

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Introduction

New generation is on the rise. They are highly entrepreneurial, pluralistic, and determined to take charge of their own futures, and those of us in higher education must listen to this next generation and enable them to chart their own paths, gain valuable experience, and become the leaders of tomorrow. This new generation has been marked by automation, robotics, machine learning, remote control, cloud bases, cyber-physical systems, real time, virtual reality, devices that answer through voice command and everything completed through integrated systems.

The definitions of generational boundaries are inconsistent in the literature. For the purpose of this study, the boundaries are defined on the basis of the literature as follows:

- Traditionalist (1925 – 1945),
- Baby Boomers (1946 – 1964),
- Generation X (1965 – 1980),
- Generation Y (1981 – 2000), and
- Generation Z (born after 2000).

They are known for growing up with the internet, being very active on social media, and being open-minded, accepting, and politically knowledgeable and active. The oldest members of Gen Z are in their late 20s, meaning a sizeable fraction of Gen Z contributes to the workforce.

Generation Z

The Generation Z, consisting of the people born since 2000, are also called as Children of Internet, Digital Generation, Digital Natives, Media Generation, .com Generation, iGen or Instant Online (Levickaite, 2010). The most distinctive traits of the Generation Z are reliance, freedom, individualism, addiction to technology and speed. There is a great difference in terms of utilizing technology between this generation and the Generation X, who are their parents. TheZs are the children of PC, GSM and Internet. The members of the Generation Z trying to comprehend the rapidly changing world and grow up in it are the generation of the future. The evaluations carried out by the Z generation needs to be double checked as they are too young, their personalities are not maturated and it is not known what events may have an impact on them in the years to come.

It is estimated that the social media would leave impacts and cause addictions on the members of the Z generation. The members of the Z generation who were born into a techno-global world can get contact with any person in any location of the world in seconds and share information. The Zs that may be called as the technology addict have a command of Internet technology, play Internet-based games, socialize on Internet environment, like to be online 24x7, get information from Internet and share continuously something.

The members of this generation accessing to any kind of information on Internet they need are supposed to be the most connected generation. The Generation Z perceive the technology as a part of usual life but not an innovation, convenience or a requirement one must be accustomed to. It is also defined as the GSM-based generation.

This generation wants anything to happen quickly and instantly because of the impact created by the advancement of technology. Their attention span is short. One of the positive traits contributed to this generation by the Internet technology is that they are able to be interested in more than one subject at the same time. As their ability to be interested in more than one issue is highly advanced, they are thought to have the highest motor skill synchronization for hand, eye and ear in the history of humanity.

The Zs like activities and games allowing creativity. Their most distinct traits are socializing through Internet, consuming rapidly, practicality and speed, interactivity, efficiency and being result-oriented. They suppose anything possible in the World and can do everything, thanks to their equipment. Their self-reliance is high. They tend to be efficient and innovative. They are expected to live under better living standards, longer and be wealthier than the previous generations thanks to the advancements in technology. As compared with the previous generations they start to be educated at the earlier age and get a developed and planned education.

Based on the specified traits of the Generation Z, they are expected to have characteristics such as multitasking, efficient technology utilization, individualism (not to like the teamwork), creativity, global point of view and preference of non-standard and personalized works. The aforementioned traits cannot be beyond a supposition as the economic and political processes that may be arisen when the Zs reach the working age.

IBM

A generational view: by 2015

New!

Generation	Seniors	Boomers	Gen Xers	Gen Yers	Gen Zers
Born	1922 ~ 1945	1946 ~ 1964	1960 ~ 1980	1975 ~ 2000	1995 ~ 2009
Training	The hard way	Too much and I'll leave	Required to keep me	Continuous and expected	Playing Life
Learning style	Classroom	Facilitated	Independent	Collaborative and networked	Pocket mobile internet based
Communication	Top-down	Guarded	Hub and spoke	Collaborative	Electro-social, highly connected
Problem-solving	Hierarchical	Horizontal	Independent	Collaborative	Global Tribe / Independent
Decision-making	Seeks approval	Team informed	Team included	Team decided	Sonar / Individualistic
Leadership style	Command and control	Get out of the way	Coach	Partner	RSS Protagonist
Feedback	No news is good news	Once per year	Weekly/Daily	On Demand	Continuous social sonar
Technology use	Uncomfortable	Unsure	Unable to work without it	Unfathomable if not provided	Lifelong use
Job changing	Unwise	Sets me back	Necessary	Part of my daily routine	…

TYPES OF LEADERSHIP

In the present day digital environment changes are inevitable in every sphere of life. The changes can be

clearly seen due to technological innovation, in communication technology and digitization in every domain specifically in management area too. The nature of leadership is changing in today's dynamic and fast-paced organizations. The top-down, bureaucratic leadership approaches of the by-gone industrial era were no longer make sense in a knowledge-based world marked by complexity and instability (Uhl-Bien & Marion, 2009; Uhl-Bien, Marion, &McKelvey, 2007).

A multigenerational workforce has major effects on organizations, especially for managers and leaders, who must be able to handle the diversity in order to operate productively (Salopek, 2006). The importance of generational differences within the field of organizational behavior has grown over the years. This growth has resulted in the recognition that generational characteristics play a significant role in how employees prefer to be led and managed (Cennamo& Gardner, 2008; Salahuddin, 2010).

Leadership styles in management can vary based on industry, local customs, and personality. There are many different styles of leadership, of which most common leadership that were persist over generation were Autocratic Leadership; Transactional Leadership; Bureaucratic Leadership; Charismatic Leadership; Transformational Leadership; Coaching Leadership; Democratic Leadership; Collaborative Leadership; Servant Leadership; Laissez-Faire Leadership.

Different types of leadership and their definition were shown in Table 1

Table 1 Types of Leadership

Leadership style	Definition
Autocratic Leadership	A top-down approach when it comes to all decision-making, procedures, and policies within an organization. An autocratic leader focuses less on collecting input from team members and tends to make executive decisions that others are expected to follow.
Transactional Leadership	Defined by control, organization, and short-term planning. Leaders who adopt this style rely on a system of rewards and punishment to motivate their followers. As you can see, there are many similarities between transactional leadership and autocratic leadership. The main difference is that transactional leadership, as the name implies, involves a clear exchange between the leader and the team members. For instance, in exchange for compliance and high performance, an employee might be rewarded with a promotion.
Bureaucratic Leadership	Relies on a clear chain of command, strict regulations, and conformation by its followers. As the name implies, this is a leadership style that's commonly found in government entities, as well as military and public organizations
Charismatic Leadership	A leader who uses their communication skills, persuasiveness, and charm to influence others. Charismatic leaders, given their ability to connect with people on a deep level, are especially valuable within organizations that are facing a crisis or are struggling to move forward
Transformational Leadership	Create a vision based on identified needs and guide their teams toward that unified goal through inspiration and motivation. The main difference between transformational leadership and the other styles we've covered so far is that this one is focused on changing the systems and processes that aren't working – unlike transactional leadership or bureaucratic leadership, which don't aim to change the status quo.
Coaching Leadership	A style defined by collaboration, support, and guidance. Coaching leaders are focused on bringing out the best in their teams by guiding them through goals and obstacles.
Democratic Leadership	Commonly known as participative leadership. It is about letting multiple people

	participate in the decision-making process. This type of leadership can be seen in a wide range of contexts, from businesses to schools to governments.
Collaborative Leadership	Focused on encouraging people to work together across functional and organizational boundaries. The purpose of this leadership style is to encourage collaboration with other teams and departments to accomplish shared goals.
Servant Leadership	Puts the needs and wellbeing of followers first. In other words, these types of leaders adopt a serve-first approach and growth mindset to prioritize their organization, employees, and community above themselves.
Laissez-Faire Leadership	Takes a hands-off approach to leadership and gives others the freedom to make decisions. While leaders still provide their teams with the resources and tools they need to succeed, they remain largely uninvolved in the day-to-day work. This is a leadership style you'll commonly find in creative settings, such as advertising agencies or startups, due to its encouragement of independent thinking.

The unique characteristics of generational groups provide leaders and managers with a starting point from which to achieve greater understanding of their employees and their employees` leadership preferences (Jef-fries &Hunte, 2004). Generational group is a group of people who are born in the same time span and share the same historical and social life events and life experiences. Therefore, people of the same generation may experience the world in similar ways and share common values and views (Patterson, 2007; Smola& Sutton, 2002). This point of view is shared by Johnson and Johnson, who define a generation as "a group of individuals born and living contemporaneously, who have common knowledge and experiences that affect their thoughts, attitudes, values, beliefs, and behaviors" (Johnson & Johnson, 2010).

Generation Z in Workplace

Generation Z in the workplace is known for several important qualities, including:

- Valuing salary than other generations
- Caring about diversity
- Desiring personalization
- Being good multitaskers
- Preferring individual tasks to teamwork
- Choosing companies based on ethics, impact, and practices
- Valuing financial stability
- Seeking out independent learning opportunities

There's no exact leadership standard or profile that this generation admires or follow;

A leader has to be skilled enough to lead different kinds of employees, under different circumstances in the future. Therefore, it's quite possible to affirm that there is no specific and most appropriate leadership style to lead Generation Z. The leader should be able to lead simultaneously different types of employees, with different characteristics, skills, values and behaviors, it's not being possible defined a single leadership style to leader in the future.

The different leadership styles and their objectives; competencies; environment impact were shown in Table 2.

Table 2 Leadership style

Leadership Styles	**Objective**	**Competencies**	**Environment Impact**	**When Appropriate**
Visionary	Mobilize others to follow a vision	Self-confidence; empathy; change catalyst	Most positive	When change requires a new vision, or when a clear direction is needed.
Coaching	Build strengths for	Developing others;	Highly	To help an employee

	the future	empa-thy; emotional self-aware-ness	positive	improve performance or develop long-term strengths.
Affiliative	Create harmony	Empathy, building bonds; conflict management	Highly positive	To heal rifts in a team, or to motivate during stressful times.
Democratic	Build commit-ment through par-ticipation	Collaboration; team leader-ship; communication	Highly positive	To build buy-in or consensus, or to obtain valuable input from employees.
Pacesetting	Perform tasks to a high standard	Conscientiousness; drive to achieve; initiative	Highly negative	To get quick results from a highly motivated and competent team.
Commanding	Immediate compliance	Drive to achieve; initiative, emotional self-control	Strongly negative	In a crisis, to kick-start a turnaround, or with problem employees.

According to Flippin (2017), the top 6 personal values of generation Z are, according to the ranking of their importance, (1) happiness, (2) relationships, (3) health, (4) financial security, (5) career, and (6) faith. Ranked by their importance, the top 6 professional values of generation Z are (1) doing well in role, (2) making more money, (3) work-life balance, (4) promotion, (5) changing career, and (6) retirement.

Work-Related Perspectives

The work related perspectives of Z generation were analysed based on

- Work relationship
- Managing Work
- Preference on work

The same has been shown in Table 3

Table 3. Generation Z and Its Work-Related Perspectives

work relationship	**Managing work**	**Preference on work**
Personal development (Titko, Svirina, Skvarciany, & Shina, 2020)	No hierarchies (Singh Ghura, 2017)	Clear directions but also freedom andencouragement (Flippin,2017)
Intrinsic motivation (Mahmoud, Fuxman, Mohr, Reisel, &Grigoriou, 2020)	Value-oriented and inspirational (Palalar Alkan, 2020)	Not sensitive to social pressure (Mahmood, Lateef, &Paracha, 2020)
Solving social problems through work (Kaya, Erkut, &Thierbach, 2019)	Convincing (Bako, 2018)	Reluctant to a motivation (Mahmoud, Fuxman, Mohr, Reisel, & Grigoriou, 2020)
Interesting and meaningful (Schroth, 2019)	Valuing their ideas (Schroth, 2019)	Positive attitude (Schroth, 2019)

Conclusion

The nature of leadership is changing in today's dynamic and fast-paced organizations. The top-down, bureaucratic leadership approaches of the by-gone industrial era were no longer make sense in a knowledge-based world marked by complexity and instability. The paper enlist the Six leadership style of this generation will lean towards Visionary; Coaching; Affinitive; Democratic; Pacesetting; and Commanding. The top 6 professional values of generation Z are doing well in role, making more money, work-life balance, promotion, changing career, and retirement.

The Z Generation, coercive leadership tend todemand immediate compliance, react well during crisis, kick start change/motivate; as well as confront problematic employees. These leaders are typically able to incorporate the broad spectrum of ideas, views and input from valuable employees, leaders and stakeholders to their advantage. So, in a nutshell, they are great for managing change and an agile workforce. This generation 'leadership' focuses on developing team and 'management' involved with the coordination and delivery of tasks.This means leadership includes

everything from team dynamics and communication, company culture, vision and strategy to learn what inspires - then drives - both individual and business growth.

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