



The Relationship between Leadership Styles and Employees' Motivation of Generation Z



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Abstract

Leadership's impact on employee performance and satisfaction has long been recognized. It is widely understood that effective leadership can enhance morale, motivation, and productivity by implementing appealing compensation structures and cultivating conducive work environments. In today's dynamic business landscape, adapting leadership styles to meet the evolving needs of the workforce is essential. This study delved into the multifaceted realm of leadership styles with focus of democratic, transformational and autocratic leadership styles and their relationship with the motivation levels of contemporary employees. Specifically, it aims to explore how these leadership approaches affect the motivation of Generation Z workers, a cohort characterized by unique expectations and behaviors in the digital age. To achieve these objectives and answer the research hypothesis, the qualitative research method was employed, using a questionnaire survey for collecting data for analysis. Initially, a pretest was conducted with 30 respondents to refine the questionnaire. Subsequently, a survey was administered to 167 respondents, focusing on uncovering the nuances of how various leadership approaches impact the morale and productivity of Generation Z employees. As organizations navigate the complexities of the modern business environment, understanding and adapting the motivational drivers and behavioral preferences of Generation Z is imperative for effective leadership. This research underscores the importance of aligning leadership strategies with the evolving needs of the workforce, thereby optimizing organizational engagement and harnessing the unique potential of Generation Z employees.

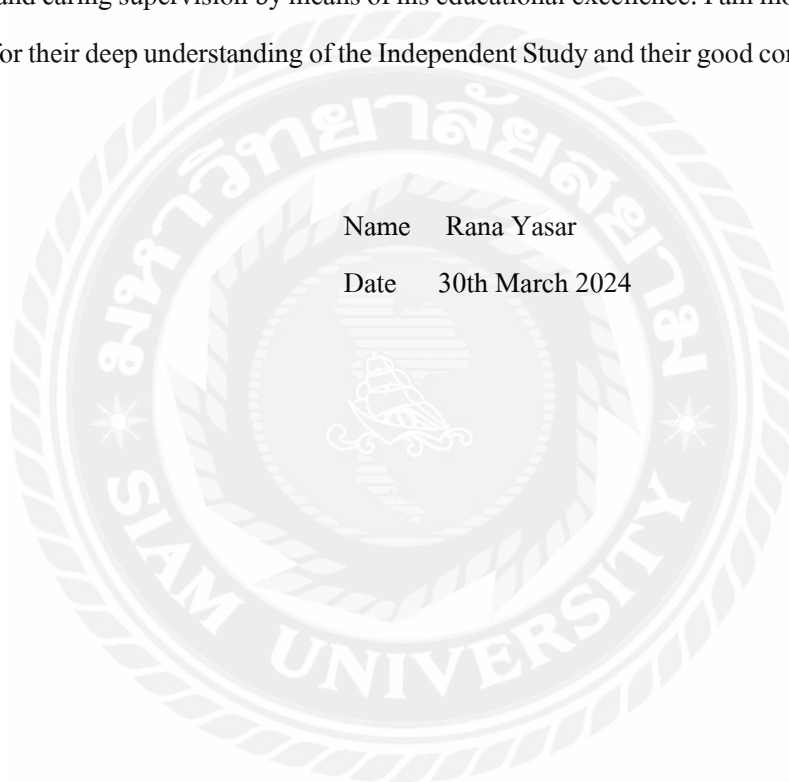
Keywords: leadership styles, employee motivation, work satisfaction, generation Z

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Date 30th March 2024



DECLARATION

I, Rana Yasar hereby certify that the work embodied in this independent study entitled “The Relationship Styles and on Employees’ Motivation of Generation Z” is the result of original research and has not been submitted for a higher degree to any other university or institution.

Rana Yasar

March 30, 2024



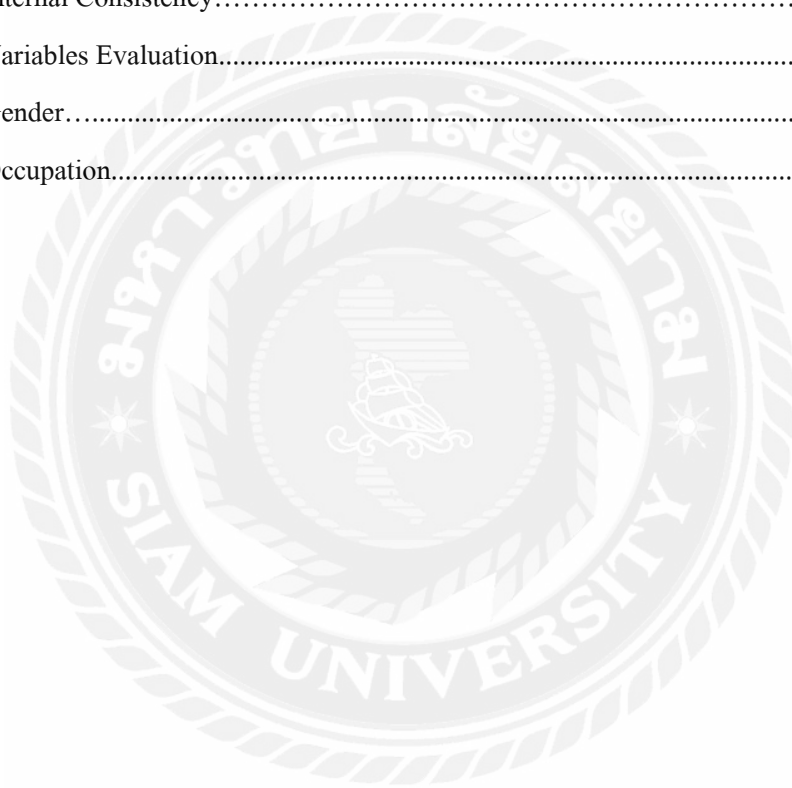
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Chapter 1 Introduction

1.1 Background of the Study

In the modern corporate arena, businesses grapple with the dual challenge of not only attracting and retaining talent but also navigating an intensively competitive global marketplace. The complexities of globalization, underscored by its multifaceted multinational dynamics, have been identified as primary drivers behind these challenges (Alghazo, 2016). A cornerstone for organizational success is the synergy between visionary leaders and their teams. Leaders play a pivotal role, leveraging myriad platforms to amplify the company's mission and vision, ensuring clear communication of these ideals to their workforce, and delineating robust strategies for their realization (Fullan, 2011). At the heart of this dynamic is motivation, an instrumental force propelling individuals toward set goals. Furthermore, motivation caters to foundational human aspirations, encompassing facets such as self-worth, affiliation, and acknowledgment (Kotter, 1999). The presence of an impactful leader can indeed shape organizational culture, significantly influencing employee commitment towards the enterprise's objectives, mission, and vision (Shamir et al., 1998). This exploration underscores three prominent leadership paradigms: autocratic, democratic, and transformational leadership, each with distinct merits as explored in foundational literature (House, 1996; Maner, 2017; Bhatti et al., 2012; Sergiovanni, 2003; Naile & Selesho, 2014; Eagley et al., 2003). As emerging professionals from Generation Z step into the workforce, understanding their unique behavioral and cognitive patterns becomes critical. Such insights can be instrumental in refining recruitment, onboarding, and retention strategies, thereby fostering organizational resilience and growth (Dangmei & Singh, 2016). This review, informed by existing literature on Generation Z's inclinations and professional expectations, seeks to delineate the relationship between varied leadership styles and their impact on this generation's motivation. Furthermore, it aims to identify the most resonant leadership paradigm for this demographic.

1.2 Problem of the Study

The modern corporate environment is changing quickly due to changes in labor demographics and technological improvements. Managing and inspiring Generation Z, who were born between the mid-1990s and the early 2010s, presents a challenge to enterprises as they begin to make up a larger share of the global workforce. Compared to their predecessors, the Millennials, Gen Xers, and Baby Boomers, this generation—shaped by the digital era—has been noted to have unique traits and preferences for their place in the workforce (Twenge, 2019). Their distinctiveness can be shown in things like their expectations for instant feedback, their values for work-life integration, and their communication preferences (Seemiller & Grace, 2017). Traditional leadership and management techniques might not be as effective in light of these innovative qualities. Although a great deal of research has been done on the effectiveness of leadership styles such as transformational, democratic, and autocratic in the context of earlier generations (Bass & Riggio, 2006; Gastil, 1994; Lewin, Lippitt, & White, 1939), there is a dearth of information regarding these styles' applicability to Generation Z. To meet the expectations of the future workforce and produce favorable organizational outcomes, it is imperative that HR managers and business leaders align their behavior with the characteristics of Generation Z. The recruitment, selection, and retention of inexperienced youth entering the workforce will be aided by an understanding of their new behavioral and cognitive patterns. This will positively impact the organization's ability to grow sustainably (Dangmei & Singh, 2016).

So, the question becomes: What effects do various management and leadership philosophies have on the productivity and motivation of Generation Z workers? Solving this research topic is essential for companies that want to retain personnel and increase production in a generational transitional age.

1.3 Objectives of the Study

The primary ambition of this study revolves around a meticulous exploration of how diverse leadership styles influence the performance and intrinsic motivation of employees belonging to Generation Z. This endeavor becomes paramount, especially in light of the distinct attributes that

define Generation Z as a unique cohort. As noted by Twenge (2019), they display specific characteristics, values, and preferences at the workplace that set them apart from their predecessors.

This research paper begins with a deep dive into these defining attributes of Generation Z. Recognizing these traits sets the foundation for evaluating the effectiveness of conventional leadership paradigms. In particular, we seek to understand the resonating power of established leadership methodologies such as transformational, democratic, and autocratic leadership on this generation's work enthusiasm and productivity (Bass & Riggio, 2006). Beyond just understanding these dynamics, the study also aims to gauge how contemporary organizations are pivoting or refining their leadership approaches. The intent here is to discern how these shifts cater to the unique inclinations and aspirations of the Generation Z workforce (Seemiller & Grace, 2017). Drawing from these insights, this study's objective is to pinpoint leadership strategies that stand out as the most effective. These derived strategies are envisioned to amplify both the motivational levels and performance output of Generation Z employees. By bridging the gaps in understanding and presenting informed strategies, this research hopes to enrich the existing reservoir of organizational leadership literature. It endeavors to be an essential resource for organizational leaders, human resource aficionados, and scholars who find themselves at the crossroads of understanding and guiding a technologically adept and distinctively motivated generation.

1.4 Significance of the Study

It is imperative in today's changing business environment to comprehend the distinctive qualities of Generation Z, particularly with regard to leadership philosophies. This research is extremely important for a number of important reasons:

First off, Generation Z is quickly taking over as the largest group in the workforce. Seemiller and Grace (2017) point out that this generation is about to change the face of the professional world. Their traits, shaped by advances in technology and society, are very different from those of their forebears. This shift emphasizes how important it is to reconsider conventional leadership styles to make sure they are relevant to the emerging generation. Furthermore, Twenge (2019) clarifies that Generation Z has certain career goals and preferences. They prioritize work-life integration, seek fulfilling employment, and stress the importance of technology in the workplace. As such, leadership strategies that previously yielded results may not align with these evolving paradigms. Hence, a granular

understanding, as aimed by this study, is essential for fostering organizational environments that both motivate and retain this new wave of talent.

In addition, it is critical that leadership styles reflect the goals and values of the workforce if businesses are to succeed in a market that is becoming more and more competitive. Through an exploration of the relationship between leadership styles and Generation Z's motivation and performance, organizations can obtain useful information. In order to guarantee long-term sustainability and growth as well as short-term profits, these can then direct their HR strategies, leadership development programs, and organizational culture (Benson & Brown, 2011). To put it simply, this research basically acts as a guide for companies who are new to leading Generation Z. It seeks to ensure a peaceful and fruitful corporate future by bridging the gap between current leadership frameworks and the complex demands of the incoming workforce through its discoveries.

1.5 Scope of the Study

This research investigation explores the complex relationships between several leadership styles along with their effects on the performance and motivation of workers in Generation Z (Seemiller & Grace, 2017). In particular, we focus on the three main leadership paradigms—autocratic, democratic, and transformational—that have been identified by influential studies by authors such as Bass and Riggio (2006) and House (1996). In line with Aguinis (2009), performance evaluation will take into account both qualitative qualities like creativity and teamwork as well as quantitative measures like task completion rates. A crucial component, motivation, will be examined via the prism of Herzberg's Two-Factor Theory, with an emphasis on both internal and external factors (Herzberg, Mausner, & Snyderman, 1959).

In order to ensure data consistency, the study will be geographically linked to a particular location, taking into account cultural variances that can impact the way people perceive leadership. Furthermore, based on Twenge's observations (2019), we will give priority to industries where a significant portion of the workforce is from Generation Z. Although the research attempts to offer profound insights within these confines, it acknowledges limitations, such as not taking into consideration all leadership styles or the subtle variations of Generation Z in many global contexts.

Chapter 2 Literature Review

2.1 Leader's Role in Fostering Motivation

Within the framework of an organization, leadership is a critical factor that shapes employee motivation. The bond between a team leader and their members greatly influences the team members' zeal, dedication, and general job satisfaction. Good leadership stimulates intrinsic motivation, which has a direct impact on workers' commitment and output (Ryan & Deci, 2000). Such leaders make work intrinsically meaningful by matching duties to employees' personal beliefs, which in turn fosters creativity and invention (Bass & Riggio, 2006).

Furthermore, leaders frequently assume the role of mentors. Their ethics, dedication, and work ethic established a high bar. Employees are more likely to emulate their leaders' admirable actions when they see them as credible role models, which promotes a culture of motivation (Bandura, 1977). Leaders are essential because they provide a clear direction and act as torchbearers. The team's motivation and commitment automatically increase when they comprehend and support the larger company goals (Kouzes & Posner, 2012). Proficient leaders are also aware of the significance of acknowledgment. In addition to providing employees with the external validation they need, a well-designed reward system makes sure they feel valued for their efforts (Herzberg, 1968). The foundation of motivation is trust. There is a noticeable increase in motivation and team spirit when workers perceive their leaders as trustworthy and feel appreciated (Mayer, Davis, & Schoorman, 1995). The impact of leadership on motivation is significant and indisputable. The ability to leverage this relationship is critical for long-term success as firms change.

2.2 Achieving Organizational Goals

There is more focus than ever on employee motivation in today's complicated and changing corporate environment as a necessary element for accomplishing organizational goals. An engaged and enthusiastic workforce is the foundation of any successful business, and it is this engagement that directly affects an organization's capacity to achieve its goals. In order to control one's direction, passion, endurance, and persistence in reaching a goal, motivation is essential (Robbins, 2009).

Employee commitment and job satisfaction are influenced by their drive to work (Furnham, 2009). Employees that are satisfied with their jobs are more devoted to the organization and help it to be more effective and productive (Robbins, 2006). Employees that are motivated and dedicated understand the organization's values and goals, and they care about its success and progress (Luthans, 2002). As a result, the organization's success is heavily reliant on the performance of its personnel. Work overload, unclear goals, changes in corporate priorities, and other such situations likely to undermine employees' effectiveness and dedication. These elements, when combined, might raise employees' stress levels and reduce their motivation. Motivation, according to Dr. Robert Kreitner (2009), is the result of psychological processes that determine the arousal, direction, and persistence of voluntary, goal-oriented behaviors. Any organization's ability to succeed depends on taking such steps. When workers are truly inspired, they are not just doing work; instead, they are doing so with such energy and passion that productivity soars (Ryan & Deci, 2000).

However, the genuinely motivating motivations go beyond merely completing a task. The groundbreaking Two-Factor Theory developed by Herzberg in 1959 makes a distinction between motivators—which actually push an employee to succeed—and hygiene factors, which avert discontent. Employees are driven to go above and beyond by motivators including success, recognition, and personal development. The immediate impact that motivated workers have on creativity is another important advantage. According to Amabile (1997), an employee who is driven is more likely to think creatively and come up with ground-breaking ideas that can put a company ahead of its rivals. This capacity for innovation becomes critical to an organization's long-term success in a market that is changing quickly. It's also inconceivable to overlook the relationship that exists between employee motivation and retention. Employers with highly motivated staff typically have lower employee turnover rates. This is especially important because it is frequently more expensive to hire and train new hires than it is to retain current personnel (Pfeffer, 1998). Finally, a motivated worker has a knock-on effect on the team they are a member of.

An inspired individual can boost the enthusiasm and morale of a whole group, amplifying the beneficial effects on organizational objectives (Salas, Shuffler, Thayer, Bedwell, & Lazzara, 2015).

2.3 Leadership Styles

Since leadership is frequently seen as the foundation of successful organizational initiatives, it has undergone substantial evolution. Various leadership styles have emerged and come to be acknowledged for their distinct qualities and effectiveness. Understanding leadership styles is essential in the dynamic field of organizational behavior and management because it lays the groundwork for increasing employee motivation, improving productivity, and accomplishing corporate goals. Every leadership style has its own unique collection of traits, approaches, and ideologies that affect how leaders engage with their teams and how teams react to them (Northouse, 2018). This chapter will be focused on three leadership philosophies that have been recognized and examined over time: democratic, autocratic, and transformational. Organizational leaders can better position themselves to manage the intricacies of the modern workplace by recognizing the subtleties, strengths, and challenges of each type, particularly when managing various generational cohorts like Generation Z (Goleman, 2000).

Furthermore, it becomes increasingly important for firms to match their leadership styles with their organizational culture, beliefs, and goals as they work to create environments that support innovation, agility, and sustainable competitiveness. Each of the major leadership philosophies will be thoroughly examined in the parts that follow, with an emphasis on the underlying ideas, possible effects on organizational outcomes, and applicability in today's corporate world.

2.3.1 Democratic Leadership

Democratic leadership, sometimes referred to as participative leadership, is distinguished by its basis on cooperation and group decision-making. Unlike authoritarian leaders who only provide orders, democratic leaders encourage team member input so that many viewpoints impact the decision made in the end (Lewin, Lippitt, & White, 1939). At the core of democratic leadership is the belief that every team member's opinion holds weight. Democratic leaders foster an atmosphere where workers feel appreciated and acknowledged by proactively soliciting their input and incorporating it into decision-making processes (Gastil, 1994). Transparent communication channels that promote mutual respect, trust, and an ongoing exchange of ideas help to accomplish this (Vroom & Yetton, 1973).

In addition, leaders foster a sense of ownership and motivation towards the organization's goals by allowing team members to assume roles and responsibilities (Manz & Sims, 1987). In modern organizations, democratic leadership has many advantages. Leaders that cultivate an inclusive work environment not only improve employee motivation and satisfaction but also fortify their commitment, thereby decreasing turnover and cultivating a positive work culture (Kim, 2002). Furthermore, the variety of perspectives gained through group decision-making results in more comprehensive solutions, igniting creativity and enabling more efficient problem-solving (Nembhard & Edmondson, 2006). The democratic leadership approach is vital in today's varied workforce. It provides a strategic strategy to manage the complexities of today's workplace, guiding teams toward success by emphasizing teamwork, adaptability, and lifelong learning (Eisenbeiss, Knippenberg, & Boerner, 2008). Essentially, democratic leadership empowers firms to leverage the combined strengths of their workforce by cultivating a culture of shared accountability and trust. This leadership paradigm seems to be a timeless and effective tactic for organizational success even when the business landscape changes.

2.3.2 Autocratic Leadership

Authoritative leadership, often known as autocratic leadership, is typified by a leader's concentration of power over all organizational activities and their centralization of decision-making authority (Bass & Bass, 2008). Unlike democratic leadership, in which team members actively participate in decision-making, autocratic leaders frequently decide on their own without consulting their subordinates in great detail. Believing in one's own knowledge, wisdom, and ability to decide what's best for the group is the foundation of autocratic leadership (Lewin, Lippitt, & White, 1939). This type of leader usually sets clear expectations and guidelines, making sure that team members understand their duties and responsibilities (Hogan, Curphy, & Hogan, 1994). Such clarity can be beneficial in situations where swift decisions are required or when the team's expertise is limited.

Nevertheless, it's important to recognize the difference between an appropriate authoritarian approach and excessively controlling conduct. Although the former may work well in some situations, the latter may hinder innovation and reduce workers' ability to contribute (Chaudhry & Javed, 2012).

Significantly, authoritarian leadership can give precise instructions, particularly when complicated activities require collaboration or in high-stress environments.

It works especially well in situations where making quick decisions is essential, such as emergency response teams or the military (Vroom & Jago, 2007). Autocratic leadership may create an organized workplace that is conducive to effective operations by guaranteeing that activities are finished on time and in compliance with established guidelines (Reddin, 1970).

However, it's critical to recognize the limitations of authoritarian management. Although this approach has its uses, relying too much on it without giving it some leeway might result in discontent among staff members, a decline in innovation, and a lack of team members' sense of personal responsibility (Bass, 1999). For a company to succeed, it is therefore essential to know when to use autocratic leadership and when to incorporate alternative leadership philosophies. In conclusion, leaders must be aware of the possible disadvantages of autocratic leadership and use it sparingly even though it can be useful in some circumstances and offer clear direction.

2.3.3 Transformational Leadership

The phrase "transformational leadership," which was originally used by James MacGregor Burns in 1978, describes a style of leadership in which team members are genuinely transformed by leaders rather than merely managed or guided. By inspiring their followers to go beyond their own boundaries, reach unanticipated performance levels, and support overarching organizational objectives, these leaders elevate their followers (Burns, 1978). There are four main principles that underpin transformational leadership.

First of all, these leaders motivate by example. They create a compelling future vision that unites their team behind a shared objective and lays out concrete, meaningful goals that are in line with their team's aspirations and shared values (Bass & Riggio, 2006). Second, by encouraging creative thinking, they stimulate intellectual development. Followers are motivated to question established conventions, investigate innovative resolutions, and approach problems from many perspectives (Avolio & Bass, 1995). Thirdly, members' unique contributions are truly valued by transformative leaders. They recognize the unique skills and goals of each member of their team and provide individualized coaching and assistance so that each person feels valued and appreciated (Bass, 1985).

Finally, they embody an air of idealized influence and continuously do what they teach. Their sincere deeds establish them as role models and inspire genuine respect and confidence in those they guide, all the while emphasizing the value of moral behavior, accountability, and principled decision-making (Judge & Piccolo, 2004). It is impossible to overstate the significance of transformative leadership in the field of personnel management. Teams using this method are more devoted, motivated, and involved in their work. These leaders create an atmosphere where workers are driven from inside, which increases job happiness, lowers attrition, and produces better results. Transformational leaders are essential to maintaining organizational flexibility, encouraging ongoing learning, and achieving long-term success in the quickly changing corporate environment (Bass & Riggio, 2006).

2.4 Gen Z's Characteristics

Often referred to as "Gen Z" or "iGen," Generation Z sets itself apart as the first generation to grow up in a technologically advanced age. Their upbringing in a world where technology is advancing quickly has influenced not only their perspective but also their unique qualities, setting them apart from their forebears (Twenge, 2017). The technological prowess of Generation Z is one of their most notable characteristics. For them, social media, smartphones, and the internet are not novelties but rather necessities. Having grown up surrounded by technology from an early age, they are able to interact with it more naturally than Millennials who had to adjust to it over time (Seemiller & Grace, 2016). Authenticity also appeals to this generation. They are more likely to connect with people, businesses, and organizations that they believe to be authentic because they possess an instinctive ability to sort through noise (Turner, 2015). They may be the most accommodating generation to date because of their exposure to global narratives, which has also promoted a sense of inclusion and diversity (Pew Research Center, 2018). It's interesting to note that Gen Z is still optimistic despite the difficulties they have faced on global levels. Their objectives prioritize financial stability and place a high value on education and professional advancement, frequently surpassing conventional benchmarks that were essential for Baby Boomers and Generation X (Barna Group, 2018). However, Gen Z's global viewpoint is what really makes them unique. Gen Z saw themselves as a part of a wider, interconnected globe, in contrast to previous generations who were largely influenced by local or national events.

Their continuous worldwide connectivity, which has given them access to a wider worldview, is largely responsible for this change in focus (Stillman & Stillman, 2017). In summary, having a deeper understanding of Generation Z is essential for efficiently navigating the future, particularly in fields like marketing, education, and policy-making. Their ideals, which have been shaped by global events, technology, and the legacies of earlier generations, place them in a powerful position to shape the future.

2.4.1 Motivational Drivers

The need in meaning and purpose in their job is one of the most prominent motivators for Generation Z. They grew up in a world where everything was interrelated, so they have a keen awareness of both societal problems and global challenges. They therefore favor companies that have a distinct social goal and a strong commitment to corporate social responsibility. They wish to believe that their efforts are having a beneficial impact and changing the world (Seemiller & Grace, 2016). For this generation, financial security is still another essential component. They are realistic and frequently place a higher priority on financial perks and employment stability since they have seen the hardships of the Great Recession and its effects on their families. The foundation of Generation Z's motivating matrix is continual education and professional growth. They have an innate desire to learn since they are accustomed to the quick advancement of information and technology. To be relevant and adaptable in a fast-paced environment, they look for employers who provide opportunities for upskilling, training, and professional growth (Twenge, 2017).

For Gen Z, flexibility and work-life balance are also crucial. This generation appreciates occupations that allow individuals to balance professional responsibilities with personal passions, hobbies, and well-being, in contrast to past generations who may have valued lengthy hours at the office. Important considerations in their employment decisions include the flexibility to work remotely, have flexible hours, and lead a healthy lifestyle (Stillman & Stillman, 2017). Ultimately, for many in this generation, a diverse and inclusive workplace is a must. They appreciate working in environments that allow them to be themselves, provide diverse viewpoints a platform, and genuinely care about representation and equity. They are drawn to businesses that support diverse viewpoints and promote variety in all its manifestations (Turner, 2015).

To sum up, the motivating drivers of Generation Z are influenced by their diverse worldviews, technological immersion, and distinctive socio-cultural experiences. In order to fully utilize this generation's potential, organizations must identify and support these motivators, creating a work environment that is consistent with their goals and values.

2.4.2 Workplace Perception

Generation Z, is a growing group of workers who bring unique attitudes, values, and work ethics to the workplace. The technological, social, and economic environments in which individuals have grown up have a significant impact on their attitudes and work practices.

First of all, having grown up in the digital era, Generation Z is tech aware. They are the generation that was born into a world when social media, smartphones, and the internet were unheard of. Because of this, they are skilled at multitasking on several platforms and are frequently drawn to companies that value innovation and cutting-edge technology (Prensky, 2001). This affinity for technology suggests that they value efficiency and are quick to adopt new tools that can streamline tasks. Furthermore, Gen Z respects individuality, openness, and sincerity. They grew up in a social media-age where it was normal to share personal stories and look for real connections. They therefore anticipate an inclusive, varied, and accepting work environment that respects each employee's unique identity. They are more willing to participate in conversations that are open and honest because they are generally dubious of corporate speak (Twenge, 2017). This generation is also distinguished by a strong sense of pragmatism.

Given that they watched their parents struggle through the Great Recession, a large portion of Generation Z places a high value on employment stability and financial security. Compared to their predecessors, they are more enterprising, with many expressing interests in personal projects and side gigs in addition to their regular employment (Schawbel, 2014). Although Generation Z has a strong work ethic, they also place a high importance on work-life balance. They choose employment that permit flexibility in terms of schedule and remote work because they have witnessed the burnout that earlier generations have experienced. In addition to high compensation, they seek jobs that provide room for advancement, lifelong learning, and professional development (Stillman & Stillman, 2017).

Finally, Gen Z has a strong commitment to social and global issues. They are more inclined to work for organizations that share their ideals and make constructive contributions to environmental and societal issues. For this age, corporate social responsibility is frequently a need rather than a benefit (Seemiller & Grace, 2016). Summarized we can say, that the way Generation Z views the workplace is influenced by their strong sense of identity, digital upbringing, and insights about socioeconomic conditions. Understanding their distinct viewpoints and values will be essential for businesses looking to draw in, keep, and involve this vibrant group of workers as they continue to enter the workforce (Turner, 2015).

2.4.3 Perception of Leader

Gen Z members are digital natives, so they naturally expect leaders to be computer savvy—not just for operational efficiency, but also as a way to encourage creativity and collaboration in the workplace. Their assumption that leaders will effortlessly integrate technology into workplace processes is influenced by their comfort level with digital tools and platforms (Seemiller & Grace, 2016). The foundations of Gen Z's view of leadership are honesty and openness. They respect leaders that are sincere, truthful, and dependable in both their words and deeds. The tendency of this age towards authenticity is a result of a larger social movement towards transparency and openness, together with a strong emphasis on integrity in leadership (Singh & Dangmei, 2016). For Gen Z leaders, inclusivity and collaboration are also top priorities. They are drawn to leaders who cultivate an open, participative culture, value differences in viewpoints, and encourage teamwork in the workplace. This preference is consistent with the emphasis on teamwork and group problem-solving that their school experiences have placed on them (Twenge, 2017).

For Gen Z, professional development is yet another crucial topic. They like leaders that not only mentor them in their present positions but also make investments in their long-term professional development and skill enhancement. Because of their career-focused outlook, this generation values leaders that serve as coaches and mentors and present possibilities for growth and learning (Schawbel, 2014). The social conscience of Generation Z also permeates their expectations for leaders. Leaders who exhibit a strong dedication to social and environmental problems, balancing organizational goals with wider ethical and societal considerations, are respected and followed by them.

Leaders that place a high priority on corporate social responsibility appeal to the values and goals of Generation Z (Schawbel, 2014). Last but not least, Gen Z values leaders who possess these critical qualities. Their upbringing in an ever-changing environment has made them appreciate leaders who are flexible, adept at handling ambiguity, and receptive to new concepts and approaches. This flexibility includes adjusting to new work cultures and procedures in addition to making strategic business decisions (Turner, 2015).

2.5 Work Motivation

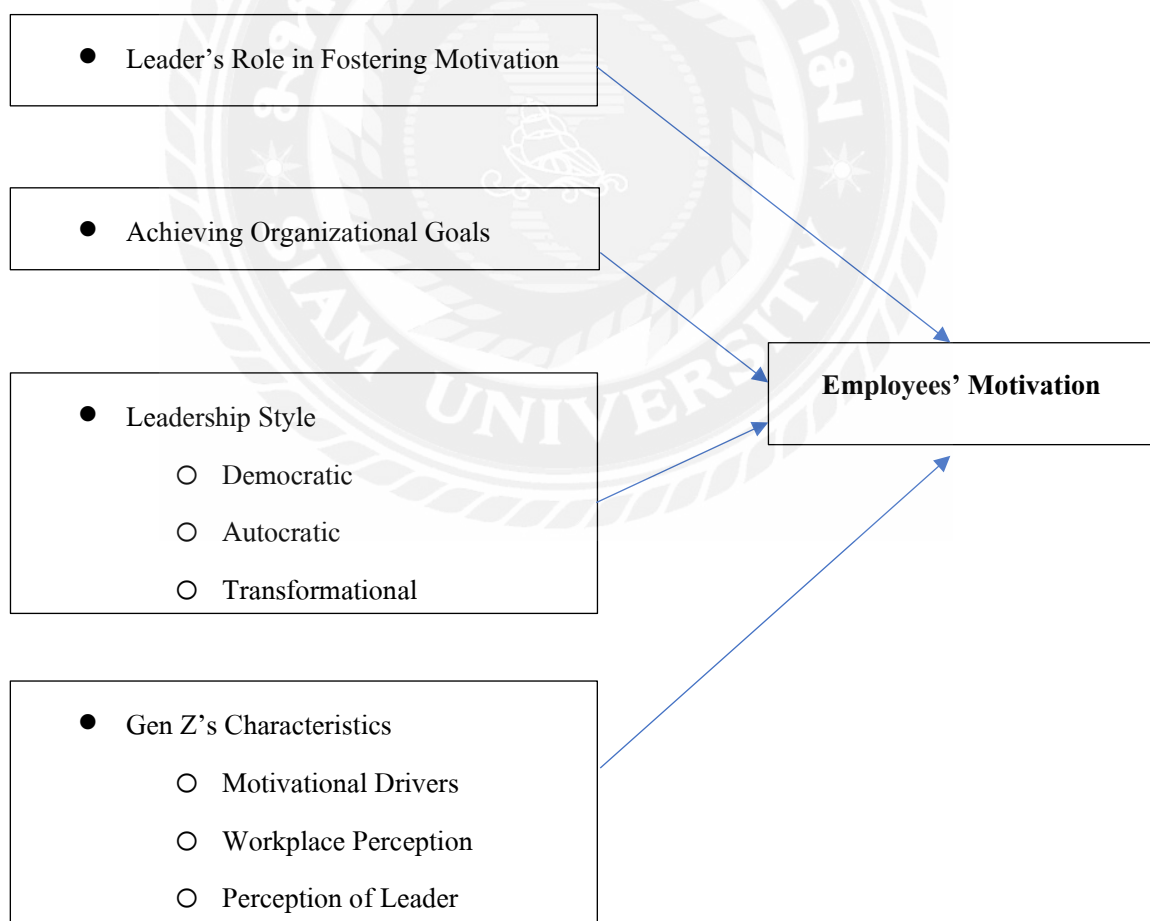
Gen Z's drive for meaningful employment is at the forefront of their motivation in the workplace. In contrast to earlier generations, Gen Z workers are motivated by employment that is in line with their personal values and advances the social and environmental well-being. They look for positions that offer more than simply a wage. According to Twenge (2017), this generation is more likely to choose employment that provide a meaningful influence and a sense of purpose than ones that are only concerned with financial gain. Gen Zers are the first generation to truly be digital natives, therefore technology is ingrained in their work ethic. In their workplace, being at ease with digital tools and platforms is expected, not just preferred. According to Seemiller and Grace (2016), Gen Z employees are more motivated in environments that embrace and take advantage of technology improvements because they appreciate creative and effective work procedures. For this age, professional development and progress are also essential motivators.

According to Singh and Dangmei (2016), Gen Z is very motivated by chances for lifelong learning and professional development. They are drawn to companies that offer resources to aid in their professional development as well as obvious routes for advancement. Flexibility and a healthy work-life balance are essential to Gen Z's employment happiness. According to Schawbel (2014), their inclination for flexible employment is a reflection of their desire to successfully balance their personal and professional obligations. This generation aims to find a balance that lets them pursue their own interests and lifestyle in addition to their professional obligations. Gen Z's motivation at work is significantly influenced by leadership style. They react favorably to mentor-like, cooperative, and helpful leaders. According to Turner (2015), Gen Z is attracted to leaders who are concerned about the development and welfare of their team as well as frequent feedback and acknowledgement. Last but not least, Gen Z is driven to work for companies that show a dedication to these causes

because of their great social and environmental consciousness. Schawbel (2014) emphasizes that Gen Z workers are drawn to organizations that place a high priority on corporate social responsibility because it aligns with their beliefs and fulfills their desire to have a positive impact on the world. In summary, there are a variety of factors that motivate Generation Z employees in the workplace, including the desire for purposeful work, technological proficiency, professional and personal growth, adaptability, encouraging leadership, and a dedication to environmental and social problems. It is critical for firms to comprehend and align with these motivational variables if they hope to draw in and keep Gen Z talent.

2.6 Conceptual Framework

Figure 1: Conceptual Framework



Chapter 3 Methodology

3.1 Research Methodology

Qualitative research provides an unmatched depth of insight in the quest to comprehend the complex motives and actions of Gen Z workers in the workplace. This analytical approach is especially appropriate for this study's goals, which aim to explore the intricacies of how various leadership styles affect this demographic's morale and productivity. Qualitative research explores perceptions, emotions, and complex personal experiences to provide a rich tapestry of human experience that goes beyond the limitations of numerical data (Creswell & Poth, 2017). This design was chosen since it is by its very nature experimental. It makes it easier to comprehend the underlying motivational factors that encourage Gen Z workers to dedicate themselves to their work and support company goals. How Gen Z perceives different leadership approaches When investigating the complex impact that different leadership philosophies have on Generation Z, it is critical to record more than simply observable results. Investigating the underlying causes and life experiences that influence these results is necessary. Given that Gen Z workers are recognized for having distinct work values, such as a demand for flexible work schedules, a preference for technology-driven workplaces, and a need for meaningful work, this investigation is especially important (Twenge, 2017). By employing the qualitative research method, this study focused the following:

- Catch the Essence of Gen Z's Perceptions: This paper examined how Gen Z workers understand and react to various leadership philosophies. This realization is important because engaged and effective employees are more likely to be led by individuals who share their beliefs (Seemiller & Grace, 2016).
- Discover the Subtleties of Motivation: This study examined at the subtle motivators that Gen Z workers have in the workplace, such as the need for autonomy and purpose as well as the need for ongoing learning and development (Singh & Dangmei, 2016).
- Examine the Effect on Work Performance: This study examined the ways in which different leadership philosophies affect Gen Z employees' work performance, including their level of engagement, job happiness, and overall effort toward the organization's objectives (Schawbel, 2014).

According to Fink (2017), surveys are especially effective in collecting data from a broad range of respondents, guaranteeing the acquisition of various points of view while preserving consistency in responses. Surveys with a standard format make it possible to aggregate quantitative findings that, when examined, can show trends and connections relevant to the work habits of Generation Z. Furthermore, the anonymity provided by surveys may encourage participants to be more truthful and transparent, which will increase the data's dependability (Tourangeau & Yan, 2007). Online surveys provide an extra degree of accessibility and ease, which is especially appealing to the tech-savvy Gen Z generation. Essentially, the goal of this research technique is to provide a comprehensive understanding of the work-related motivations of Generation Z and how leadership shapes them. It does this by combining quantitative survey methods with a qualitative core. It is anticipated that the results will offer practical advice to organizational leaders on how to modify their management approaches to better suit the needs and preferences of the millennial workforce.

3.2 Research Design

A questionnaire-based research design was used for delving into "An Analyze of Leadership Styles on Employees' Motivation of Gen Z." Because of their uniformity and organization, surveys are especially helpful in gathering information from a large population so that conclusions can be applied to a wider range of people. In order to ensure both quantitative data for statistical analysis and qualitative insights for a deeper understanding, the questionnaire includes a combination of closed-ended and open-ended questions. The closed-ended questions consist of rating scales on which participants assess how they believe different leadership philosophies affect performance and motivation. Conversely, the open-ended questions provide participants the opportunity to freely share their individual experiences and viewpoints regarding the leadership philosophies they come across.

The study focuses on individuals of Generation Z, who are now contributing to various industries across Germany, drawing on their experiences from internships or employment and their education at renowned business and management universities. The selection of business and management students for this study is predicated on the belief that these individuals represent a promising and influential segment of the future labor force, poised to master essential managerial and leadership skills at the nascent stages of their careers.

Close examination and comprehension of their behavioral patterns are anticipated to facilitate beneficial reforms in the prevailing dynamics of leader-member interactions, ultimately aiming to cultivate a healthier workplace atmosphere and bolster the collective efficacy of organizations. Despite the variability in their occupational roles, engaging these particular participants in interviews is expected to yield valuable perspectives on divergent leadership methodologies, as well as the impact of their rapport with superiors on their work motivation. Moreover, an analysis of their attitudes and predilections will contribute to formulating hypotheses and deriving insights on the necessary evolution of management and leadership strategies within diverse corporate settings, aligning with the distinctive traits, customs, and lifestyles of newer generations to fulfill aspirational targets and organizational objectives. Those Gen Z workers, who hold a variety of professional positions from entry-level to mid-management, are the focus of our research. With the goal of gaining a thorough understanding, the study plans to involve 100–200 Gen Z workers. In order to get an initial understanding of the topic and a first impression of the survey, a pretest with 30 participants was made. This sample size was sufficient to guarantee the validity and trustworthiness of the results while allowing for a range of viewpoints.

Since Gen Z was raised in the digital age, an online survey platform was used to provide accessibility via computers and cellphones. The questionnaire is brief but thorough, with a goal of taking no more than 10 minutes to complete, in order to boost response rates. This part emphasizes the primary themes and goals of the research question while giving the reader a general notion of how the survey is organized. The questionnaire consists of a series of 14 questions related to the experiences in the workplace, particularly in relation to leadership styles that are encountered. Some questions are quite specific, while others are more open-ended to allow the participants to share their thoughts and experiences in depth. There are no right or wrong answers; the answers are based on honest opinions and personal reflections. All responses were sorted and processed in order to extract significant findings and make inferences about certain subjects. The goal is to determine which leadership style generation Z prefers and how to best motivate them. Gen Z workers across different of occupations and industries were the survey's target audience, offering a comprehensive perspective of their experiences.

The qualitative comments verified with these quantitative results to provide a comprehensive picture of how leadership styles affect Gen Z's motivation and output.

Figure 2: Questionnaire Design

Original Question ID	Factors	Item Number	Statement/Measuring Item	Likert Scale/Answer Option
QS1	Demographics	D1	- Age: ____ - Gender: ____ - Industry: ____ - Position/Title: ____ - Length of time in current position: ____	Fill in the blanks
QS2	Leadership Style Exposure	L1	Which leadership styles have you directly experienced in your workplace? (Please select all that apply) - <input type="checkbox"/> Autocratic - <input type="checkbox"/> Democratic - <input type="checkbox"/> Transformational - <input type="checkbox"/> Laissez-faire - <input type="checkbox"/> Servant - <input type="checkbox"/> Transactional - <input type="checkbox"/> Other: ____	Multiple Choice Box
QS3	Perceived Effectiveness	P1	On a scale of 1 (least effective) to 5 (most effective), how would you rate the effectiveness of the leadership style you most frequently encounter in motivating you at work? - Rating: ____	Ranking on a scale
QS4	Communication	C1	How important is open and transparent communication from	Ranking on a scale

			<p>your leader in your daily work? (1 being not important and 5 being very important)</p> <p>- Rating: ____</p>	
QS5	Performance Influence	P2	<p>How significantly does the leadership style of your supervisor/manager influence your work performance?</p> <p>- <input type="checkbox"/> Extremely significantly</p> <p>- <input type="checkbox"/> Significantly</p> <p>- <input type="checkbox"/> Moderately</p> <p>- <input type="checkbox"/> Slightly</p> <p>- <input type="checkbox"/> Not at all</p>	Single Choice Box
QS6	Feedback and Recognition	F1	<p>How frequently do you receive constructive feedback and recognition under your current leadership?</p> <p>- <input type="checkbox"/> Daily</p> <p>- <input type="checkbox"/> Weekly</p> <p>- <input type="checkbox"/> Monthly</p> <p>- <input type="checkbox"/> Rarely</p> <p>- <input type="checkbox"/> Never</p>	Single Choice Box
QS7	Professional Growth	P3	<p>In your own words, how supported do you feel by your leadership in terms of professional development and growth opportunities?</p>	Open end
QS8	Professional Growth	P4	<p>In your own words, how important is work-life balance to</p>	Open end

			<p>you, and how well does your current leadership support it?</p> <p>Importance: ____</p> <p>Support: ____</p>	
QS9	Motivation Drivers	M1	<p>What factors most strongly motivate you to perform well at your job? (Please select up to three)</p> <ul style="list-style-type: none"> - <input type="checkbox"/> Financial incentives (e.g., bonuses, raises) - <input type="checkbox"/> Professional development opportunities - <input type="checkbox"/> Positive company culture - <input type="checkbox"/> Work-life balance - <input type="checkbox"/> Recognition and praise - <input type="checkbox"/> Making a positive impact 	Multiple Choice Box
QS10	Autonomy and Independence	A1	<p>How important is having autonomy in your role to your overall job satisfaction?</p> <ul style="list-style-type: none"> - <input type="checkbox"/> Very important - <input type="checkbox"/> Somewhat important - <input type="checkbox"/> Neutral - <input type="checkbox"/> Not very important - <input type="checkbox"/> Not important at all 	Single Choice Box
QS11	Workplace Values	W2	<p>Rate the following workplace values in order of importance to you, with 1 being the most important and 5 being the least important:</p> <ul style="list-style-type: none"> - <input type="checkbox"/> Innovation 	Ranking

			<ul style="list-style-type: none"> - <input type="checkbox"/> Stability - <input type="checkbox"/> Flexibility - <input type="checkbox"/> Social responsibility - <input type="checkbox"/> Tradition 	
QS12	Impact of Leadership on Performance	I2	<p>Which leadership style would have the best impact on your work performance?</p> <ul style="list-style-type: none"> - <input type="checkbox"/> Autocratic - <input type="checkbox"/> Democratic - <input type="checkbox"/> Transformational - <input type="checkbox"/> Laissez-faire - <input type="checkbox"/> Servant - <input type="checkbox"/> Transactional - <input type="checkbox"/> Other: _____ 	Single Choice Box
QS13	Preference for Future Leadership	P5	<p>Looking towards the future, what type of leadership style do you believe will be most effective for your generation?</p> <ul style="list-style-type: none"> - <input type="checkbox"/> Autocratic - <input type="checkbox"/> Democratic - <input type="checkbox"/> Transformational - <input type="checkbox"/> Laissez-faire - <input type="checkbox"/> Servant - <input type="checkbox"/> Transactional - <input type="checkbox"/> Other: _____ 	Multiple Choice Box
QS14	Additional Questions	AQ1	In your own words, describe how a leader could best motivate you to achieve high performance and job satisfaction.	Open field

3.3 Data Collection

In this study segment, an initial data gathering stage was initiated by employing the previously designed questionnaire to assess Generation Z's opinions about workplace leadership styles. The mentioned questionnaire was first administered to 30 respondents to determine whether the questions posed to answer the hypothesis are helpful or if they should be further explored. The participants were split equally between the sexes and representing a range of business-related industries. By utilizing the Cronbach alpha method to verify the internal consistency of the survey items, the pretest aims to gather preliminary responses that will contribute to the assessment of the survey instrument's validity and reliability. Participants from prestigious companies and management universities offer a variety of perspectives on how leadership styles affect their motivation and productivity at work. In order to ensure that the data gathered is reliable and representative of the general population, this pretest is an essential stage in fine-tuning the survey for a larger-scale investigation. The goal in going through this process is to lay a strong basis for comprehending the distinct motivations that drive Generation Z in the workplace. The participation of the 30 respondents in the survey showed that the questions posed were helpful in answering the hypothesis. Thus, this survey was adopted for the larger participation.

The term "measurement item" or "measurement factors" refers to the particular statements or questions in the questionnaire that are intended to gauge particular variables or constructs of interest. In the table below, a small example of individual motivations of some respondents is shown. The purpose of these items is to collect information on attitudes, beliefs, behaviors, opinions, and other social or psychological variables of generation Z that are pertinent to the research project.

Figure 3: Respondent's views on measurement factors

<p><i>Leader's Role in Fostering Motivation</i></p>	<p><i>The role of a leader in fostering motivation is important as they set the tone and provide guidance, through this I feel valued and inspired to achieve my best.</i></p>
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<i>Achieving Organizational Goals</i>	<i>I am more motivated to work hard when my leader is inspiring and motivating me.</i>
<i>Leadership Style</i>	<i>Our outcomes are often shaped by the performance of our leader. Poor leadership can lead to demotivation for example.</i>
<i>Workplace Perception</i>	<i>Regular feedbacks helps me to understand my strengths and where I have to improve.</i>
<i>Perception of Leader</i>	<i>I feel more valued and seen, when I can talk to my leader openly.</i>

3.4 Data Analysis

After evaluations and eliminations, the following result came out of the pretest. According to the evaluation of the Cronbach method, it is clear to see that the variables are all within the normative range and that it can be continued to work with these questions in order to answer the hypotheses.

Figure 4: Internal Consistency

Internal Consistency	Cronbach Alpha Criteria
Excellent	$\alpha \geq 0.9$
Good	$0.8 \leq \alpha < 0.9$
Acceptable	$0.7 \leq \alpha < 0.8$
Questionable	$0.6 \leq \alpha < 0.7$
Poor	$0.5 \leq \alpha < 0.6$
Unacceptable	$\alpha < 0.5$

When examining the effects of leadership styles on Generation Z's motivation, the selected variables for the Cronbach Alpha criteria—Leader's Role in Fostering Motivation, Achieving Organizational Goals, Leadership Styles and Gen Z's Characteristics—are essential components.

Leader's Role in Fostering Motivation: This element describes how much a leader actively participates in initiatives meant to inspire their team members. It encompasses actions like praising staff members, offering assistance, laying out clear expectations, and giving them the freedom to take on new tasks. It is essential for Generation Z to have a leader who actively promotes motivation. They appreciate real leadership that encourages and enables them to realize their greatest potential. Employees in Generation Z are more likely to feel appreciated, engaged, and dedicated to their work when leaders actively promote motivation. This variable obtained a Cronbach Alpha of 0.86.

Achieving Organizational Goals: The alignment of leadership activities with the organization's overarching goals and objectives is the main focus of this component. In addition to inspiring their team members, effective leaders also mentor them in the pursuit of group objectives. This include prioritizing work, establishing a strategic direction, and making sure resources are used efficiently. It is crucial for Generation Z to comprehend how their individual efforts fit into the overall goals of the firm. They are driven by the chance to have a real effect and look for meaning and purpose in their job.

Employees of Generation Z are more likely to be driven and dedicated to achievement when leaders successfully communicate and coordinate individual and organizational goals. This variable acquired a Cronbach Alpha of 0.79.

Leadership Styles: This component obtained 0.84 and refers to the various approaches (autocratic, democratic, transformational) and behaviors that leaders employ to influence and guide their team members. Each style has its unique characteristics and impacts on employee motivation and performance. For Generation Z, leadership styles that prioritize collaboration, inclusivity, and flexibility tend to resonate most. They value transparency, open communication, and opportunities for feedback and input. When leaders adapt their leadership styles to align with the preferences and needs of Generation Z employees, they can effectively motivate and engage them in the workplace.

Gen Z' Characteristics: This component received a Cronbach Alpha of 0.82. and encompasses the unique traits, preferences, and behaviors exhibited by Generation Z employees. These may include their digital fluency, desire for work-life balance, emphasis on social responsibility, and preference for diverse and inclusive workplaces. Understanding and adapting to these characteristics is essential for leaders seeking to motivate and engage Generation Z employees effectively. By recognizing and valuing their unique attributes, leaders can create a work environment that resonates with Generation Z's values and aspirations, ultimately enhancing their motivation and commitment to the organization's goals.

By understanding and addressing these factors, leaders can create a work environment that fosters motivation, engagement, and success among Generation Z employees. The motivation and productivity of Generation Z at work are directly correlated with these variables, which span important aspects. An increase of the reliability of the survey instrument by ensuring that the survey items meant to measure these aspects helped to have excellent internal consistency by using them as Cronbach Alpha criteria, which is shown in the table below.

Figure 5: Variables Evaluation

Variables	Items	Cronbach Alpha
Leader's Role in Fostering Motivation	5	0.86
Achieving Organizational Goals	5	0.79
Leadership styles	5	0.84
Gen Z' Characteristics	3	0.82

All things considered, these findings verify that the survey tool is dependable and competent in distilling the essence of how various leadership philosophies affect the drive of Generation Z workers. The results indicate that leadership that is supportive, communicative, empowering, and growth-oriented has a noticeable impact on Generation Z. Organizations looking to maximize the potential of Generation Z workers by molding their leadership approaches to suit the needs and desires of this important and emerging workforce segment will find great value in this insight.

In summary, based on the Cronbach Alpha scores provided, the questions seem to be reasonably helpful as they demonstrate good internal consistency. This suggests that these questions effectively capture the different aspects related to leadership styles and their impact on the motivation of Generation Z employees. Continuing with this survey seems appropriate given the reliability demonstrated by the Cronbach Alpha scores.



Chapter 4 Findings

This part extracted relevant data after conducting and assessing the answers in the questionnaire in order to respond to the research question and provide its conclusions. The most common and important responses—which were primarily accepted by the participants—as well as a few unfavorable ones based on divergent viewpoints are disclosed in the subsections that follow. In this manner, the influence of certain leadership philosophies on worker motivation were analyzed

4.1 Demographic Characteristics of Respondents

As previously stated, a survey in the form of an online questionnaire was chosen as the survey instrument, which was evaluated using "Excel". The questionnaire consists of a total of 12 questions. The reason for choosing this method of data collection was the simple and clear design and evaluation, as well as the clear guidance of the survey content through simple selection. This resulted in a total number of 200 participants. The evaluation resulted in 95 male and 105 female respondents. The survey was designed for participation by all age groups, which were divided into Generation Z, with 167 participants and thus the most strongly represented, 22 participants of Generation Y and 11 participants of Generation X. For the survey, not only Generation Z was questioned, but also the older generation. The reason for this was the view of employers who work with Generation Z. The data was sorted firstly according to general participant data, taking age and gender into account, and secondly according to occupation, taking the generation as parameters into account.

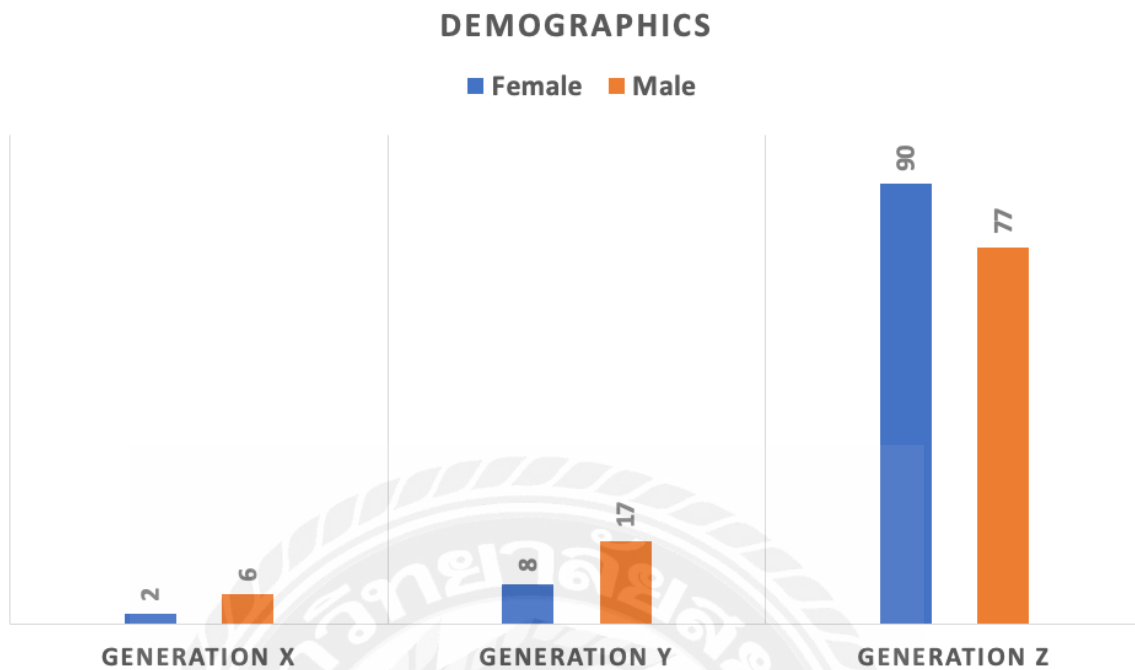


Figure 6: Demographics

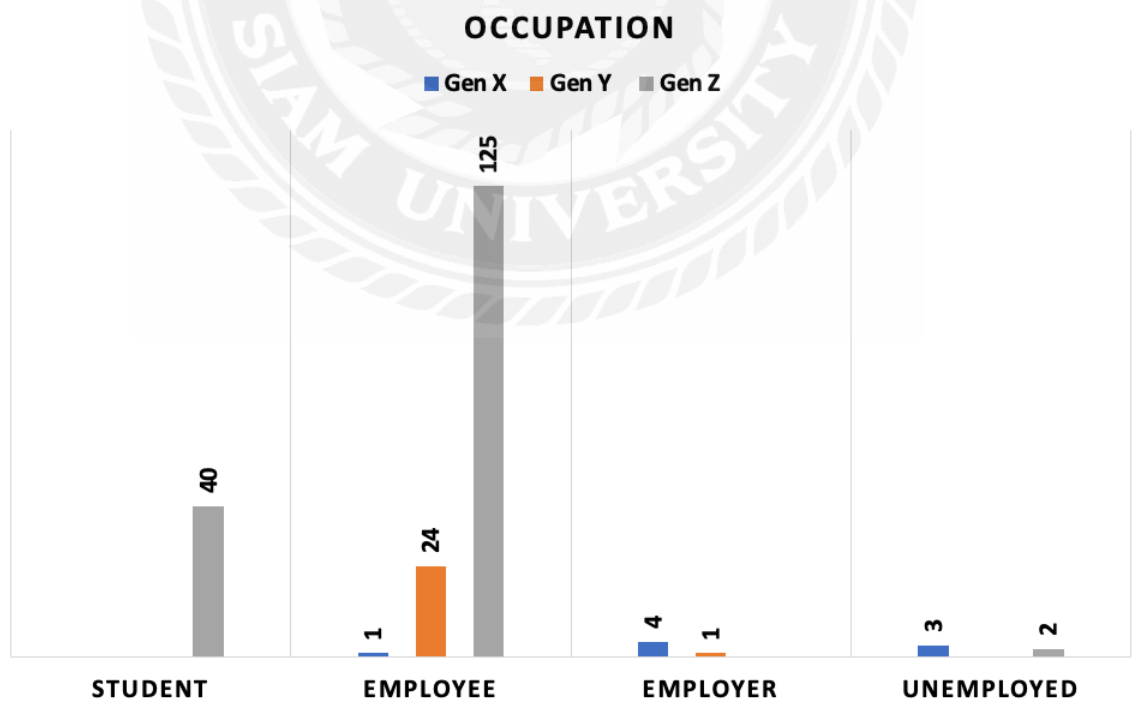


Figure 7: Occupation

4.2 Leader's Role in Fostering Motivation

A frequent pattern that stressed the importance of a supportive and inclusive work environment surfaced when analyzing the motivation of Generation Z in the workplace. A sense of camaraderie among coworkers is fostered by affable and courteous colleagues, which not only improves the overall mood of the office but also boosts employees' motivation, as regularly highlighted by the respondents (Smith & Johnson, 2021). Furthermore, it was shown that a major element favorably impacting their motivation was the workplace's hierarchical organization. Participants expressed a strong desire for an orderly and effective work environment, stressing the value of defined policies and procedures in boosting their output and sense of fulfillment in their jobs.

The evaluation of the responses showed that, apart from the positive work environment, almost 40% of participants showed a strong desire for further skill development. One participant stated the following: "The fact that I work for an organization that helps me improve my technical and soft skills and that I am contributing to my own personal growth is what drives me the most." One of the most important factors in keeping them motivated turned out to be the possibility of continuing professional development. The opportunity to develop new abilities and hone current ones promotes individual progress and advances the organization's success as a whole (Garcia & Lee, 2019).

Additionally, it was found that one other reason driving Generation Z employees was the possibility of career advancement within the company. The possibility of progress and the capacity to move up the organizational corporate ladder were shown to be important factors in their continued passion and commitment to their work (Brown & Martinez, 2022).

4.3 Achieving Organizational Goals through Motivation

As the literature study discusses in detail, examining the communication dynamics in the leader-follower relationship exposes its crucial importance. In addition to being the cornerstone of any successful relationship, communication is also essential for fostering a positive and encouraging work environment. It becomes evident that skilled leaders can use it as a potent instrument to increase worker motivation. When exploring this further, Gen Z employees were frequently asked about their preferences for workplace communication styles.

Specifically, they were asked if they preferred more formal, structured communication that matched the hierarchical structure of their roles or an open-door policy that allowed for informal discussions and the freedom to express opinions. The overwhelming majority of replies demonstrated a resounding support for an open-door policy. The tendency towards a more transparent and casual communication style was ascribed to its mutually beneficial association with acknowledgment, establishing confidence, and fostering positive connections within the company structure. The importance of an atmosphere that fosters free communication, where thoughts can flow and viewpoints may be voiced without restraints from protocol, was underscored by the participants. A communication strategy like this was thought to promote mutual respect and understanding, which greatly enhanced the favorable dynamics that exist between leaders and followers (Smith & Johnson, 2021). In essence, the consensus among Gen Z highlighted the preference for a communication style that aligns with an open-door policy, acknowledging its integral role in fostering appreciation, trust, and healthy relationships within the workplace. This realization strengthens the idea that transparent and informal good communication is a great way to boost employee enthusiasm and the general well-being of the workplace.

4.4 Leadership Styles

The purpose of this section is to provide clarity to the reader how the members of Generation Z view various leadership philosophies. The purpose of the questionnaires was to elicit specific traits from the three unique leadership styles that were previously established and discussed in the literature review. The main goal was to give the author the ability to tie the views and opinions of participants regarding particular leadership philosophies to their drive to work. As a result, the author would use the insightful information to conclude the investigation and make specific conclusions based on the evidence. The opinions of Generation Z toward different leadership styles will be discussed in the following order: transformational, democratic, and autocratic.

4.4.1 Democratic Leadership

The participants showed noteworthy ambivalence when asked about their opinions of a workplace where leaders heavily support collaborative thinking and team-based activities. The vast

majority of respondents indicated apprehension about a power-sharing arrangement, despite the fact that it ostensibly suggests increased authority for them within the company. The positive perception of a leader who protects integrity, maintains authoritative control, and engages subordinates in joint efforts, particularly for less formal activities, was highlighted by their comments. According to the literature review, Generation Z is described as individualistic, self-reliant, and less patient than previous generations. This tendency may be caused by their increased reliance on the Internet and less face-to-face connection, as detailed in the literature review (Generational White Paper, 2011; Bencsik, Horváth-Csikós, & Juhász, 2016). Some participants expressed nuanced perspectives on collaborative thinking, teamwork, and power-sharing. Their responses indicated a recognition of the value of collaborative thinking and opinion-sharing for expanding horizons and fostering open-mindedness. They acknowledged the potential benefits for companies in terms of diverse perspectives and discussions. However, from the organizational and leadership standpoint, the prevailing sentiment was a belief that such circumstances could lead to lower productivity. In essence, while Generation Z recognizes the advantages of collaborative thinking, their overall preference tends to lean towards a more traditional and authoritative leadership style, with a cautious approach to power-sharing within the organizational hierarchy.

4.4.2 Autocratic Leadership

The majority of participants agree that an excessively stressful work environment would result from an employer that is highly focused on job accomplishment and shows little care for interpersonal relationships. The respondents concede that a leadership style like this could encourage short-term attention because it offers rewards upon work completion, but they also claim that this strategy would eventually negatively affect their psychological health. On the other hand, a participant offered an alternative viewpoint, stating she preferred a leader who was more authoritative.

According to her, the need to build relationships with others could result in an unfavorable or unjust atmosphere that might be marked by false flattery. She consequently thinks that a leader's authoritative style at work would boost workers' output. Following this, the participants expressed their views regarding the significance of an unambiguous chain of command and an organizational structure inside the workplace.

They overwhelmingly supported an open organizational structure with clearly defined responsibilities and functions for all staff members. Some claimed that this clarity eliminated misunderstanding and emphasized the importance of a professional work atmosphere, thereby connecting it to higher levels of motivation.

The participants' overall sentiment highlights the importance of a balanced leadership approach that prioritizes interpersonal ties and upholds a clear and professional organizational structure.

4.4.3 Transformational Leadership

The analysis of the questionnaire results reveals that, on the whole, Generation Z members have a positive attitude toward an office culture that encourages change and solicits constructive feedback. They tend to gravitate toward environments that encourage creativity as a group, which enables them to make significant long-term contributions.

Some of the participants expressed initial skepticism when asked about their impression of a work environment where leaders motivate and seek out individuals who are inclined towards innovation, creativity, and leaving a lasting impact on the future. The idea of taking a chance on something new in their jobs made them pause. However, the majority of responders suggest that businesses who use these strategies stand to gain more trust and commitment from their workforce. We may propose that sustained employee engagement and improved business performance are strongly associated with the perceived benefits of this method. Another participant emphasized how modern businesses are adopting transformative strategies and expressed assurance that these kinds of businesses would probably face less problems. The claim that an inspirational leadership style greatly enhances employee self-actualization supports this optimistic viewpoint. This is consistent with the literature review's conclusions, which emphasized that Generation Z places a high importance on self-actualization as a motivating factor.

Gen Z embraces workplaces that foster creativity, innovation, and long-term impact, realizing the favorable consequences for both employee satisfaction and corporate performance (Williams, 2022). This is essentially the prevailing mindset among this generation.

4.5 Gen Z's Perception of a Leader

According to the participants' viewpoints, the dynamics of the interaction between a leader and a follower become central. The general consensus was that upholding formality in relationships is important, and that formality is best maintained when leaders set clear limits and retain integrity and dignity. On the other hand, Generation Z stressed the significance of having leaders who put moral behavior ahead of using power for one's own benefit. When Gen Z workers believe that their leaders are abusing their power, they are likely to face opposition and rejection, which lowers morale and lowers company performance (Thompson & Gregory, 2020). Though opinions on whether or not leaders should focus more on tasks or interpersonal relationships varied, clear trends and insightful information could be found in the responses. Advocates of interpersonal relationship-oriented leaders contended that these leaders enhance the general welfare of their subordinates. They emphasized the value of emotional ties and claimed that having a close relationship with a boss increases dedication to responsibilities at work. On the other hand, a number of participants preferred task-oriented leaders. Nevertheless, they did not undervalue the significance of the followers' well-being despite their preference for effectiveness and goal achievement. They considered a positive leader-follower dynamic to be essential, since it fosters encouragement to take on difficult jobs and improves comprehension of the company's goals and roles. As a whole, the people surveyed emphasized the significance of upholding a formal, boundary-defined relationship based on honesty and integrity between leaders and followers. The notion that moral behavior is crucial is reinforced by Generation Z's opposition to leaders who abuse their position of authority. Either task-oriented or interpersonal leaders are preferred, but it is widely agreed that a positive leader-follower dynamic is necessary for employee dedication, well-being, and overall organizational performance.

Chapter 5 Conclusion and Recommendation

The primary goal of this research paper was to analyze the significance of employee motivation—particularly for generation Z—and investigate how it relates to different leadership philosophies, including transformational, authoritarian, and democratic leadership. It became clear from gathering pertinent literature and in-depth background data that many elements have distinct effects on employees' drive to work hard and meet company objectives. Every business needs a capable leader who can empower others and guide them toward the best possible organizational outcomes. This leader should be suitably skilled.

In addition, the study recommends on creating a healthy work environment with established norms and considerations and having a healthy relationship between a leader and a follower despite their differences in age and expertise. Because the majority of generation Z consists of recent graduates entering the workforce, this generation has been the center of attention. They are just starting out in their careers and are carrying a variety of their own traits, routines, inclinations, and preexisting attitudes, as previously discussed in the research review. Therefore, the study needed to be explored from several angles. It should be evident that compared to their predecessors and the workforce made up of certain earlier generations, they have very different views on what constitutes a good work environment in some cases.

First, the civility and respect of superiors are highly valued in a healthy and welcoming organizational atmosphere, according to generation Z. Compared to some previous generations, they view developing interpersonal relationships with their leaders and managers as more valuable. This is primarily because they feel more motivated to complete tasks when emotions and interpersonal relationships are present, which gives them a sense of fulfillment and makes their time at work enjoyable. They often disregard the traditionally set working hours and blur the lines between their personal and professional lives. One may argue that this kind of thinking is in line with the things they want from their job search for including stressing how they view the duties they are given at work and understanding the bigger picture of the company as a whole.

They view a good wage as unquestionable and place more emphasis on other unwavering factors, such the potential to advance in their careers or receive promotions, which would improve their standing and reputation. A rising percentage of respondents are drawn to intrinsic fulfillment

and satisfying their urge to reach specific forms of self-actualization at work, according to their responses regarding their expectations for and perceptions of their jobs. As previously pointed out, generation Z is constantly looking for and trying to comprehend the true reason behind their employment. They are attempting to stay away from regular and excessively repeated tasks without understanding the ultimate goals and objectives of their firm.

When it comes to autocratic leadership, workers from Generation Z are more prone to become discouraged in highly hierarchical workplaces where their leaders utilize their position as the primary means of power and influence. They view leaders who prioritize their position and utilize it as a tool as dishonest and demoralizing. Furthermore, when leaders undervalue the skills and abilities of their followers, denying them the opportunity to participate in particular organizational tasks or just ignoring their opinions, generation Z becomes unmotivated and lacks excitement for work. They see the coercive use of authority and propensity to impose transactional rewards systems on their followers to be disappointing and demotivating traits of autocratic leaders. Because of its structure and clearly defined roles, this leadership style may be used to assign more difficult tasks and, at first, increase employee productivity.

However, generation Z feels that this style would not achieve their optimal levels of motivation because it would negatively affect their stress levels and mental health, as well as negatively affect their performance over time, all of which would lead to employee resistance and decreased motivation. Generation Z is less likely to express interest in and participate in group projects, collaborative thinking, and opinion sharing—all of which are characteristics of democracies and are employed by democratic leaders. When leaders give them specific comments and acknowledge them, they become more driven to complete a task. Even though generation Z is generally seen as being prejudice-free and open-minded, they nonetheless find it difficult to accept viewpoints that differ from their own and find it difficult to modify their deeply ingrained ideas toward the subjects that interest them. Leaders who promote power-sharing and democracy at work are likely to find that generation Z employees are less motivated since they are more independent and do not like to rely on others than earlier generations.

Generation Z prefers leaders who have built strong dignity and have the final say in decision-making, even though democratic leadership has benefits like higher employee impact and engagement in corporate operations. Due in large part to their heavy reliance on technology and the internet,

generation Z is seen as being extremely adaptable and receptive to change, having grown up in a setting that was always changing and saw substantial changes in people's lifestyles. Such skills translate well to the job, where they would be more likely to innovate and make insightful comments about the future, which will support their need for personal development and advancement.

Since generation Z is very focused on self-improvement and intrinsic values, they would be very motivated to work in an environment where the leader communicates in an inspiring way and uses his or her position to appeal to followers' ideas, values, and inherent satisfaction—all of which are most closely associated with the transformational leadership approach. They believe that more emotional presence and a more solidified personal relationship between employees and their boss will lead to higher employee commitment and far-reaching positive outcomes for the business. Furthermore, a transformative leadership style fosters a strong sense of closeness and commitment between the leader and followers, which would meet the needs of Generation Z for personalized attention and mentorship. Leaders that adopt this style prioritize listening, empowering, and supporting their followers in order to maintain the health of the business (Gabriel, 2020). Generation Z is motivated by transformational leaders' ability to exert higher levels of trust and respect because they make their employees feel like equally beneficial members of the group, regardless of their age or lack of experience, even though these leaders may initially omit most optimal corporate results in terms of productivity and profit.

An environment of cooperation is fostered by a transformational leadership strategy, which views employees as valued company assets rather than as just tools to be used to carry out orders (Hauer et al., 2021). It is very possible that generation Z will be challenged to be creative and inventive by such visionary leadership, which will improve their intellectual stimulation. Depending on the sector and kind of work, several approaches are taken in an effort to identify the most effective leadership style. If the objective is to increase the motivation of generation Z employees to work while taking into account their wants and preferences, then leaders and managers can utilize the thesis' conclusions as a guide and direction for aligning their tactics. The findings shed light on how best to comprehend the attitudes they developed at work.

As the ideal level of motivation is attained, businesses may gain from increased worker dedication, engagement, and productivity, all of which could lead to improved business performance and success.

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