

THE EFFECT OF GENERATION Z COMPLEXITIES ON LEADERSHIP MINDSET

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Abstract: The emergence of Generation Z members in the workplace is unsettling the leader's mindset as a result of their complexities which has generated varied opinions whether their advent in the world of work presented opportunities or challenges and capable of changing dynamics of work environment and leadership styles. Building on prior theories of leadership and research focusing on the influence of Generation Z complexities on the leadership mindset, the study adopted the use of qualitative method using questionnaire presented to Gen Z members and groups of Managers, Head of HR, General Managers, Directors, Chief Executives, Management Consultants, etc. to find out the degree of influence on the leadership mindset. The survey was conducted using Google form where 75 respondents involving **47** in the categories of Managers to Chief Executives and **28** Gen Z members participated. Findings showed that there is significant influence of Gen Z behavioral attitudes on leadership styles. Also, the statistics revealed that the emergence of Gen Z had created a paradigm shift in the work model and also came with complexities and opportunities hence leaders would be required to transform their mindset to meet the complexities, challenges and the opportunities while exhibiting proactive tendencies to embrace the complexities. It is therefore recommended that leadership must recognize and accept reality through self-consciousness and open mindedness.

Key words: Generation Z, Complexities, Leadership, Mindset, Workplace

1. Introduction

The emergence of Generation Z (Gen Z) in the workplace or generally in the 'world of work' has created a buzz. It is creating significant and dynamic paradigm shifts for organizations. The trajectory of the cohort who possesses some matchless features, unique traits, values, and expectations is damning the traditional management and leadership styles thus making the leadership role in today's businesses more complicated and challenging than in the past. Most critical is the conception or misconception that the eruption of Gen Z came with numerous vagaries and complexities which is challenging and creating disrupting in workplace models. It is therefore gratifying to review this emergence vis-à-vis the conception to determine whether the emergence is a challenge or opportunities, or both at varying degrees and the impact on the leadership mindset. Bazin (2020) opined that one mark of a future leader should be the ability to work alongside people of different ages and with different backgrounds. Time is apt for contemporary leaders to brace up for the new platform and technology or else the time will overtake them.

Furthermore, the totality of work environment and conditions are changing and undergoing profound transformations. This transformation is in response to various factors such as the emergence of Gen Z, economic shifts, societal changes, technological advancements, social changes, and cultural developments. The narratives and metaphor of work has changed vis-à-vis how we work, where we work, which work, when to work, work models, leadership and managers' roles and the skills required to thrive in the modern workplace.

Berkup, (2014) defined generation as those who belong to the same age group, experience, or will have similar life experience when their lives are forming. Culpin et al., (2015) described generations as distinct separate set of people a shared set of views, knowledges, and ideals about the way the world works.

Also, Bassiouni & Hackley, (2014) stated that Generation Z (Gen Z) are the generation born from 1995 to 2015, while Koulopoulos & Keldsen, (2014) described Gen Z as a generation with separate features from Millennials because they were born and are growing up in changed social and economic environments. Annis, (2017) asserted that as Gen Z are up-and-coming; they are confronted with strained economic reality characterized by downturn, volatility and uncertainty. Tulgan, (2013) perceived the Gen Z as more open and genuine when compared with Gen Y and more risk-averse than earlier generations. He averred that the generation have lesser expectancy, vigilant and less entitled with price stability. Dwidienawati & Gandasari, (2018) viewed that competitive pay or salary of of great importance to Gen Z.

Dorsey, (2020) stated that the status of Gen Z exposes that the fast-paced generation approach to career paths, what fascinates them to an endeavor, and what will bring their talent to the fore are what the Executives, Managers, Human Resources leaders, and employers of all sizes should pay close attention to now as the Gen Z represents not only a large, new generation of employees but a preview of what other generations will soon expect too.

Various writers had explored the complexities of Gen Z, such as Bencsik & Machova, (2016) who compared the general behaviours and characteristics of generations and observed that Gen Z has some traits different from other generations like : lack of sense of commitment; pleasure driven; brave; rapid information access and content search; rapid reaction to everything; questions the need for it all ; et al. Bordasne & Benecsik, (2011) assessed some characteristics of different generations with respect to teamwork and knowledge sharing. He found that Gen Z prefers to relate with team members only on virtual level if forced while sharing of knowledge is also on virtual level, easily and rapidly. Brockbank, (2016) evaluated what stimulates Gen Z compared with other generations and observed that after work socialization, financial education, admiration, , investment saving schemes, flexible work arrangements and mentoring played pivotal roles.

Furthermore, Bencsik & Machova, (2016) examined the challenges of HR with different generations on some parameters and incentive/motivation; they observed that Gen Z prefers not to be too committed to any organization, wants instantaneous payment of wages, prefer freelance and flexible work arrangement. On the performance assessment, Gen Z believes in their capacities and have self-confidence and will excel on their performance if their values and self-image is not distorted. And on learning, training, and development, Gen Z is most interested in learning under relaxed and informal settings. They observed that Gen Z prone to provokes momentary conflicts which may not last for a while.

According to Austin (2020), when you are facing big challenges, mindsets are key, Priestley (2020) opined that if you want to succeed in any area, the work always starts with yourself- not your competitors. Mindsets are the gateway to achievement. Gen Z complexities had prompted challenges and opportunities in the workspace which require leaders with positive mindsets to harness the opportunities. Holmes, (1993) gave a description of leadership and defined leaders as persons who are at the forefront to lead the direction of tomorrow. He postulated that taking responsibility is the key role of leadership.

Rogers, (2020) asserted that change is fast-paced, and one don't need to know everything but know how to get everything. Sébastien (2020) remarked that the hallmark of leadership is the capability to knit and work together with people of diverse ages and with varied backgrounds.

Burke, (2022) stated that working with mindsets is foundational to transformative change and the source of bold, breakthrough leadership. She stressed that real, lasting, and meaningful change requires mindset and that

developing such leader's mindset does not need anyone's permission. It doesn't require a job title. It does, however, require you to own your ability to make an impact on something important to you.

Dweck, (2006) research identified two primary mindsets i.e., fixed and growth. Fixed mindset absorbed the thought that one has only the gathering of skills gifted with at birth and can't be further developed any others while a growth mindset believes that skills and traits are not intrinsic and can be improved upon and acquire mastery through practice. Relatedly, Burke, (2022) described mindsets as the stories, assumptions, and beliefs we tell ourselves about ourselves, others, the world, or our situation. She further stated that mindsets are neither intrinsically good nor bad. It's more helpful to consider whether they are useful for your growth and aspirations, or not.

The truism of the emergence of Gen Z complexities can't be ignored. This phenomenon has taken over every aspect of human endeavors by storm; hence leaders require realistic approach and a transformed mindset to harness the opportunities that this generation presented. Legere, (2020) asserted that it is essential that leaders decide to accept the reality of the novel stage and technology or else they should prepare to quit the stage.

Therefore, this study is set out to examine Gen Z complexities and leadership Mindset and investigate the relationship between the behavioral attitudes and attributes of Gen Z and leadership styles, decision making and organizational culture. It will also appraise the degree of influence of the complexities on leadership mindset and recommend the appropriate measures to handle the complexities.

The following questions evolved from the statement of problem

- i. What is the relationship between Gen Z behavioral attitudes and leadership styles?
- ii. What is the degree of influence of Gen Z behavioral attitudes on organizational culture, decision-making processes and leadership mindset?

Two major hypotheses were postulated for this study.

Ho Gen Z behavioral attitudes do not have any significant relationship with leadership styles,

Ho Gen Z behavioral attitudes do not have influence on organizational culture, decision-making processes and leadership mindset.

2. Literature Reviews

2.1 Conceptual reviews

Generation Z

Nur Nazuha, (2017) described generation Z as the demographic cohort that follows the Millennial i.e. generation Y. The Economist, (2019), described Gen Z as more sophisticated, well mannered, worried and depressed generation in comparison to previous generations. Feiertag & Berge, (2008) asserted that the generation are those given birth to from 1995 to 2012, and being referred to as "Digital Natives", "Me Generation" and "Generation N". He postulated that the generation were given birth to during challenging eras of terrorism issue, world political instability etc. Baldonado (2018) hypothesized that even though the Millennials met ICT in their early life, generation Z were born and growing with it and other stages of technological advancements and that is why they are being referred to as Net Gen, iGen, Digital Natives or Generation C (connected, communicating, etc.)

Wiedmer, (2015) was of the view that Gen Z is the newest cohort that is presently rising and will be setting pace for the world in the next several years to come. And Walker (2011) stated that the perception of this generation about management and leadership is a different ball game compared to the earlier generations and that Gen Z sees management as a routine process, boring and monotonous instead of being creative. He further asserted that, Gen Z has come of age during a time of rapid technological advancements, digitalization, Artificial Intelligence (AI) and significantly in the era of a cultural and societal shift. The unique experiences of this cohort triggered various complexities which distinguished them from previous generations. Henley, (2019) viewed the generation as the group that takes pleasure in flexibility and prepared to interrupt the borders between work and leisure. Torabian, (2019) described Gen Z as very determined and multi-tasking in the working arenas, but the quality of their deliverables at work is prone to flaws, as a result of often reckless engagement in social media

often. Jones et al., (2020) conceptualized members of Gen Z as showing less concern about disciplinary action against them at work than previous generations by taking breaks with impunity and waste substantial time on smartphones. Johnson (2017) ascribed that the Gen Z members are autonomous thinkers and careful in spending their resources and that they are more worried about the future, unlike optimistic millennials. Fodor (2018) described the generation as those that enjoy flexible work arrangements and work-life balance. He viewed them as happy and satisfied people in which attractive environments, rewards system, and opportunity for career growth will make them engaged in a work.

Diena & Dicky (2021) conceptualized the Gen Z as group with distinguishable features compared to Millennials been that they were born and are growing up in Disruption, Volatile, Uncertainty, Complex, Ambiguity, and Diversity (D-VUCAD) environment. And that the situation shapes them to be realistic compared to Gen Y and they are also scared to take risk unlike earlier generations. Berkup, (2014) viewed Gen Z as people skillful in the usage of inclusive array of devices (visual, auditory, tactile) because their hands, eyes, and ears has been synchronized. He averred that in existing human history and tracing the history of exploit of this group, their presence is affecting every spare of life, economic, social, communication, information, culture, finance and investment, workplace, even religious space. Gen Z had become a force to reckon with in terms of their needs, interests, and ways of life.

Bencsik & Machova (2016) established the distinct features and dominant traits of 4 generation with respect to perception, motivation, relationship, training, learning and development etc.

This table showed distinct behavioral pattern of 4 of generations

Factor	Baby-boomer 1946 to1964	X generation 1965 to1980	Y generation 1981to1994	Z generation 1995 to2012
View	Collective and unified thinking	Self-centered	Egocentric	Happy and live for the present. Lack sense of commitment.
Relationship	Personal first and foremost	Personal and virtual links	Predominantly virtual links	Virtual and apparent
Aim	Compact existence	Diverse environment, secure position	Contention for leadership position	Live for the present
Self-consciousness	Consciously build career	Fast promotion	Instantaneous	Questions the need for all actions
Information Technology	Based on self-instruction and partial	Usage with self-confidence	Accustomed to everyday life	In-built
Values	Fortitude, soft skills, esteem for traditions, diligent at work	Diligent at work, honesty, esteem for diversity, inquisitiveness, pragmatism	Flexibility, agility, wide but apparent knowledge, success orientation, creativity, prioritize freedom of information	Live for present, swift reaction to everything, inventor, bold, rapid information access and content search
Other possible characteristics	Respect for order, exaggerated modesty or arrogant inflexibility, cynicism, disappointment	Abide with rules, avaricious, fair play, less respect for hierarchy, has a sense of creativity, require improvement on themselves	Craving for independence, lack respect for tradition, desire for new forms of knowledge, inverse socialization, arrogant, home office and part time	Differs perspectives, lack of thinking, always want to be happy and enjoy pleasure, divided attention, deficiency in making sense of things, feel at home anywhere

			work, interim management, undervalue soft skills and EQ	
Motivation	Elevation opportunity, new paths, secured workplace	Status, materialism	Freedom of movement, opportunity to take decisions, rivalry, self-realization	Instant remuneration, freedom of movement and decision taking, non-commitment
Performance evaluation	Statistically based, correct, based on historical	Future oriented, active participation, goal setting, career development	Future oriented, direct feedback, conversation, talent management	Borderless, self-confidence, values and self-image is distorted
Training, Learning, development	Traditional education system, experience, holistic	Flexible, shorter learning time, trainings, interactive, flexible, just in case	Fast, personal, IT oriented, provide alternative, just in time	Interest as a factor, relaxed learning
Conflict Management	Avoids or deal with conflict	Willingness to compromise	Resists conflict	Incites momentary without follow through

Source: Bencsik & Machova 2016

Leadership

Various concepts of Leadership had evolved before and during these periods, and each depend on the viewpoints or personal experiences of the progenitors. Maxwell, (1998) viewed leadership as influence- Nothing More, Nothing Less. Beers, (2012) established that leadership is a buzzword that denotes to guide, direct, or be in charge. He stressed that it is a journey of self-acquaintance, learning from the past, creating a self-portrait, and being afraid. Trevor & Shenaz, (2004) asserted that leadership is about influence and everyone in the leadership space settles for it, even though they will differ on much else. Gardner, (1996) stated that leadership is capability to generate a story that touches the thoughts, approaches, and activities of other individuals. Roach & Behling, (1984) viewed leadership as the capacity of a person to inspire people. Muson, (1921) perceived leadership as the inspired and directive power of morale while, Bennis, (1959) described leadership as the process by which an agent persuades subordinates to conduct themselves in a preferred manner.

Hollander & Julian, (1969) postulated that leadership is the existence of a particular influence relationship between two or more persons. Holmes, (1993) averred that leaders are persons who take responsibility to shape tomorrow. He stressed that leaders confront and solve inherited problem even though he did not cause the problem. Burke (2022) ascribed that leadership styles are inexhaustive, but they are common to most of us as an unconscious way of leading when things are tough. And Jacobs, (2020) conceptualized leadership as a practice or deed that supports an individual to lead or guide a group of people or organization.

Mindset

Morgan, (2020) ascribed that leadership styles e.g., transformational, transactional, servant leadership are associated with specific mindset characteristics. He stressed that leadership has always been challenging, but the future of work will produce renewed challenges to future leaders and in more than next decade, leaders will be confronted with complications and challenges that are not experienced by the contemporary or previous leaders. Dweck (2006) described mindsets as just beliefs and that they are powerful beliefs, just something in one mind, which can be changed. Further described it as a behavioral pattern and perception of an individual modelled through experience, learning, beliefs, norms, attitudes, and assumptions. A conceptual context that influences

one's emotion, thoughts, and behaviors. Burke (2022) ascribed mindsets as stories, assumptions, and beliefs we tell ourselves about ourselves, others, the world, or our situation and that focus on what one can control and they are the ultimate tool for a lead in leader and concluded that the biggest obstacle is one mindset.

Carnegie, (1936) conceptualized positive and negative mindsets and described positive mindsets as showing optimism, resilience, and see solutions in challenges. While a negative mindset, concentrate on challenges, limitations, and see reasons why a mission cannot be accomplished.

Rotter (1950) introduced the concept of proactive and reactive mindsets while Covey (1989) popularized it. The concepts were described as individual approaches to dealing with challenges and opportunities. Contemporary leaders would be expected to switch positive and supportive thoughts in place of negative, self-critical thoughts. Dweck (2006) identified two primary mindsets which are fixed and growth and stated that a fixed mindset is the belief that one's capabilities and intellect are static, while a growth mindset is the belief that abilities and intelligence can be developed through dedication and diligence at work. Burke, (2020) viewed growth mindset as a belief that capacity enhances abilities to learn new skills, build on existing skills, or even try something completely new.

2.2. Theoretical Review

Morgan, (2020) averred that it imperative to be conscious that there is no one-dimension-fits-wholly approach to leadership, as leadership styles can vary broadly grounded on individual dispositions, organizational cultures, and the specific framework in which leadership is applied.

Leadership theories are characterized by a range of views of proponents, each presenting understandings into different phases of what makes a leader effective. The field of leadership studies is dynamic, and new theories and perspectives progressively emerging. Relevant leadership models will be reviewed for the purpose of this study

Traditional leadership

The traditional leadership has been prevalent before modern leadership models evolved. It is referred to a leadership style that is based on established rules and often long-standing practices that relied on management theories. Rizvi, (2022) established few key differences between traditional leadership and modern leadership. He postulated that traditional leaders characteristically have an authoritarian style, that is, they make decisions without involving others or taking input from others. He stated that traditional leadership relies on authority and control and focus more on task-oriented goals. Furthermore, he said traditional leaders stereotypically use a top-down method, where decisions are made without input from others which tends to be more autocratic, using punitive measures to administer their will and more likely to use formal power to influence others.

Campbell, (2023) refers traditional leadership as a hierarchical approach where leaders have a top-down command and control style, and these leaders typically make decisions independently and expect their subordinates to follow orders without question. He reiterated that it is autocratic in nature characterized by a single authoritative figure who assumes complete control over decision-making and operations and exert their power and authority without seeking input or feedback from others. However, he averred that the this leadership style has its own merits as it is efficient in decision-making since actions are dictated by a single individual and can be useful during emergency where spontaneous and decisive action is required.

Transactional Leadership

Bass (1985) expanded and exposed transactional leadership theory whose original concept can be traced to Max Weber. This leadership model outlined and emphasized the exchange of rewards and punishments between leaders and followers based on performance and compliance. Den Hartog, et al, (1997) stated that since Bass introduced the terms transformational and transactional leadership styles into the scientific discussion, the distinction amid relationship-oriented and task-oriented leadership has implicit an almost definitive status in the leadership literature. He established that leaders set Key Performance and clear expectations and use rewards as bait for achieving targets while punishments are employed for non-performance. He underpinned that this leadership model will be more effective in a stable and structured environment but Diena, & Dicky (2021), viewed this approach as exploitative in nature.

Transformational Leadership

Transformational leadership was first traced to Downton, (1973) while, Burns, (1978) and Bass, (1985) advanced and popularized the concept to bring clarity to the understanding and application of this model in organizations. The concept portrays that this leadership model stimulates and induce followers to achieve beyond expectations. The inherent elements in transformational leadership are that it is proactive in nature, inspirational, passionate and motivates followers. This leadership style, recognized values, ideals, moral and make interest of the followers a priority. The style foster opportunities express views, demonstrate skills and knowledge sharing, encourages involvement in taking critical change decision to get desired results and leverages and encourage the use of technology.

Bass (1998) expressed his view that transformational leaders do not settle for status quo but are unceasingly trailing an alluring and thought-provoking future vision. Chen et al., (2014), stated that transformational leaders demonstrate inspired behavior, exhibit eccentric approach, and serve as a good role model for innovation. Diena, & Dicky, (2021) viewed that transformational leadership relates to exploratory method. It can be inferred therefore that this leadership approach recognizes values, ideals, moral and followers.

Although, there is no single leadership style appropriate for all situations, notwithstanding, considering the disruption that Generation Z is producing in the workplace, transformational leadership styles appeared to be most appropriate because it enabled creativities, participation and use of technology.

Empirical reviews

Jaya Tissa, (2023) in a study carried out on Generation Z – A New Lifeline: A Systematic Literature Review aimed at understanding how Generation Z distinguishes itself from previous generations, especially in terms of its values, attitudes, and behaviors. The study was conducted using Google Scholar as the main database and the search results were filtered using inclusion and exclusion criteria based on the relevance, quality, and recency of the sources. Findings exposed that Generation Z are proficient in using technology and social media. Study also revealed that the cohort possess unique characteristics such as being entrepreneurial, socially conscious, rational, and diverse. The researcher suggested further research on this generation.

In a related study conducted by Bulut & Maraba, (2021) on Generation Z and its Perception of Work through Habits, Motivations, Expectations Preferences, and Work Ethics. The study explored scopes that are related to work, such as work habits, motivations, expectations, preferences and work ethics. Findings showed that the Gen Z is tech-savvy, possesses entrepreneurial spirit, money conscious, and a multitasker. Apart from the above, they like working collaboratively with personal autonomy in a flexible workplace that allows work-life balance. Nevertheless, they require monitoring and feedback at work by their executives.

Studies had shown that leaders who are able to harness the power of diverse teams are able to drive higher levels of business performance. Jiří Kutlák , (2020) in a study carried out to investigate motivation drivers and barriers of Gen Z at work which aimed at identifying and collate mutual comparison of motivational factors and barriers in the conditions of the Czech Republic. The research was carried out using the method of empathy-based stories (MEBS), which was based on short fictional stories and works with empathy of the respondents. The research sampled 134 respondents who identified a total of 481 items of motivation drivers and 496 items of motivation barriers, which are part of 5 clusters. Finding showed that motivation is one of the key drivers for optimal delivery.

Klein, (2018) researched on Leadership perspective on the new generations due to the strong influence of this generations and the significant changes in the workplace and the leadership approach. Leaders from different Austrian companies with employees between 40 and 20,000, were selected and all the respondents were in managerial positions with staff responsibility. The findings showed that Gen Y and Gen Z touched areas of career, flexibility, training & development, and digitization. The findings also showed that leaders had perceived the

change through the millennials and try to keep it up, but they are completely perplexed with regard to Gen Z complexities.

Furthermore, Udu (2018) examined the effect of leadership styles on organizational performance in Southeast Nigeria plastic Manufacturing Company. The study aimed at knowing what leadership model would motivate workers to perform optimally. Questionnaires were presented to 88 respondents who were staff of the organization, using Partial Least Square (PLS)-Structural Equation Modelling (SEM) approach. Finding showed that leaders who are concerned with the welfare of the workers achieved more with greater output.

Obasi, (2018), in a study conducted on Effect of leadership style on organizational performance aimed at determining the effect of leadership styles on workers' performances. Findings indicated that transactional, transformational, and paternalistic leadership styles are positively related to the organizational performance in terms of international recognition, employee commitment, employee retention and customer loyalty of the organization's products.

3. Method

This study adopted the use of quantitative methods using questionnaire presented to Gen Z members and groups of Managers, Head of HR, General Managers, Directors, Chief Executives, Management Consultants, etc and was conducted using Google survey form. There were 75 respondents involving 47 in the categories of Managers to Chief Executives and 28 Gen Z members. For the category of Managers to Chief Executives, 12 variables were presented while 18 variables were presented to Gen Z members. The opinions of the respondents were analyzed through pie chart.

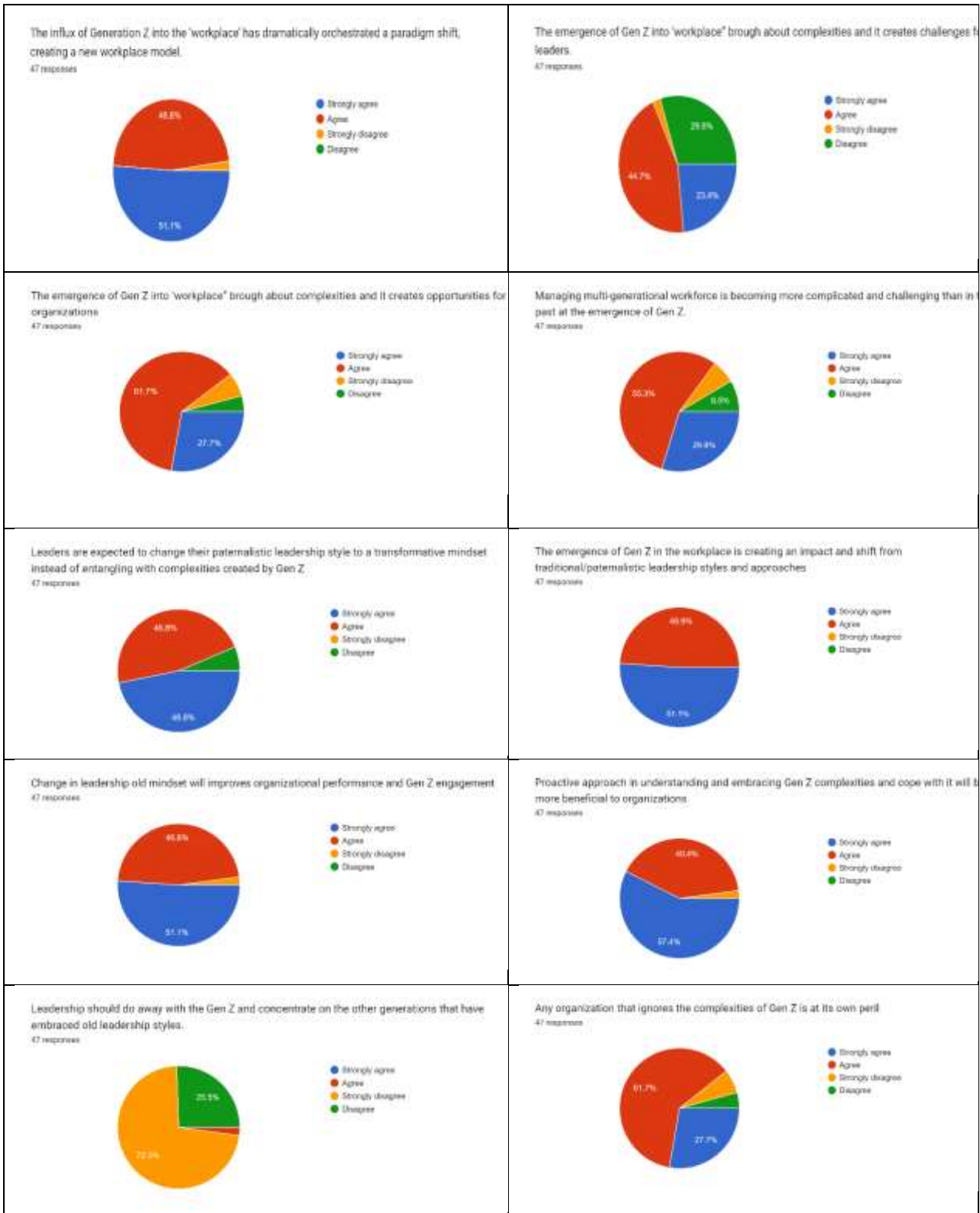
4. Results

The opinions of the respondents in context to the research questions were analyzed in more detail:

Table 1: Responses

SN	Sector/Industry	Educational background	Position	No, on row	No, of employees	Gen Z under direct control
1	Service	Master degree ACIPM, FCA	HR Director	8	205	67
2	Banking and Fintech	Master degree ACIBN, FCIPM	Head of Recruitment & Compensation	4	167	33
3	Insurance	Master degree ACA, ACIPM	HR Director	3	112	31
4	Marketing	Master degree	Digital Marketing Group Head	9	53	37
5	Telecom	Bachelor degree	Head of HR	6	181	101
6	Beverages	Master degree FCIPM	Head of Admin & HR	5	221	21
7	Consulting	PhD	CEO/Managing Partner	8	22	8
8	Manufacturing	B.Tech.	Plant Manager	4	97	6

Table 2: Leaders' perception of Gen Z



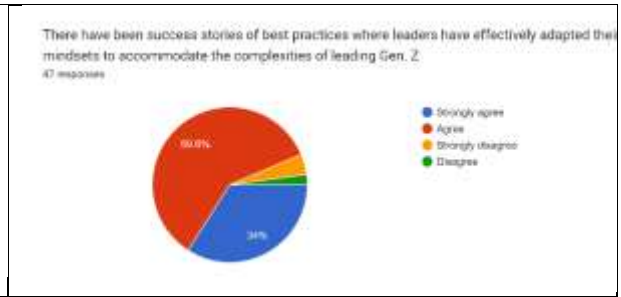
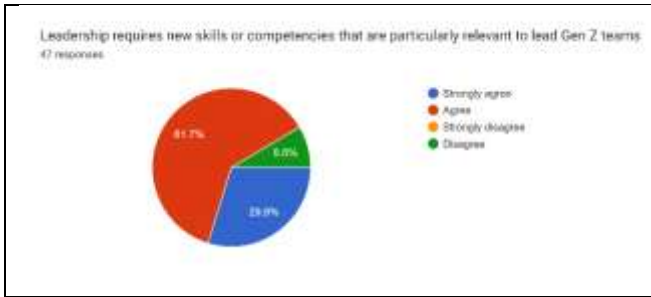
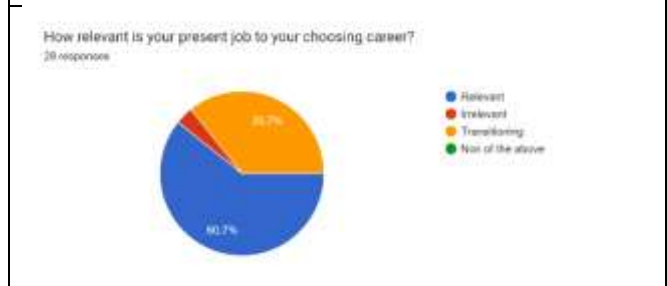
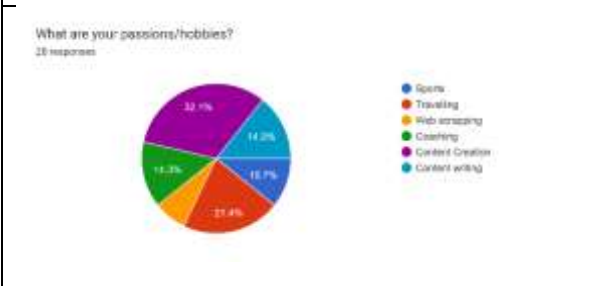
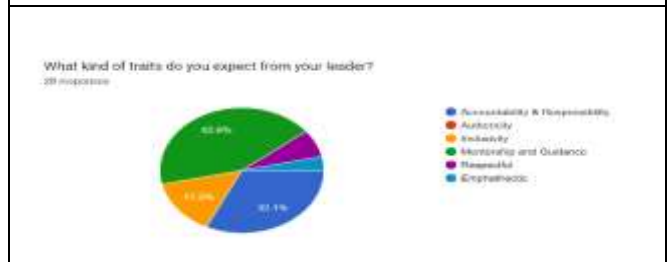
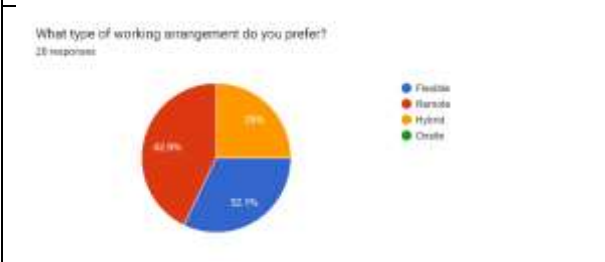
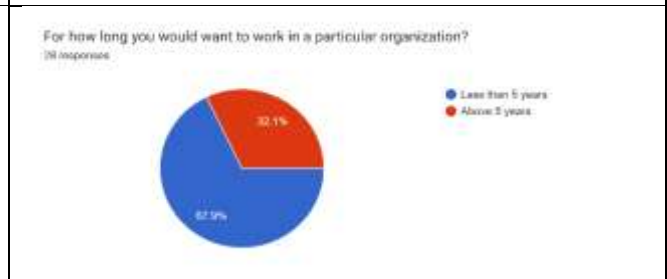
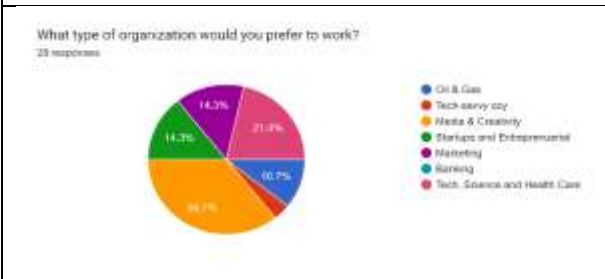
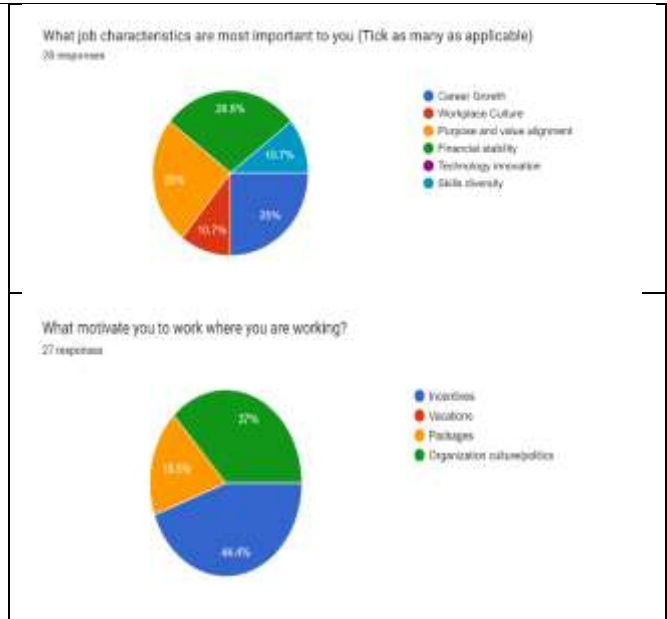
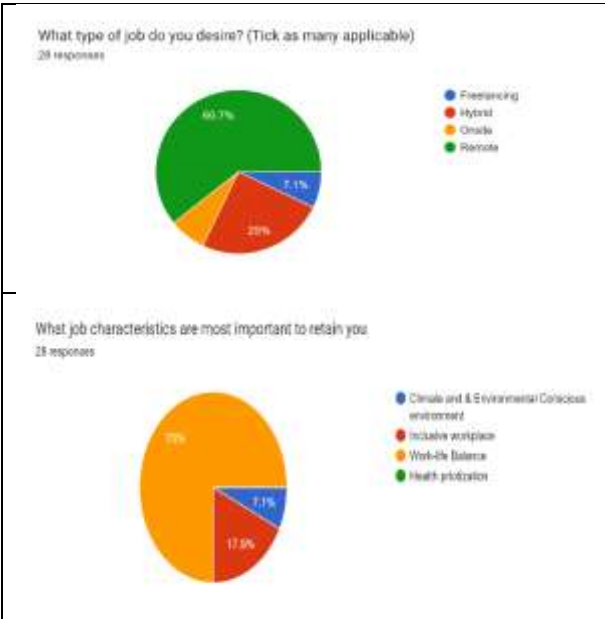
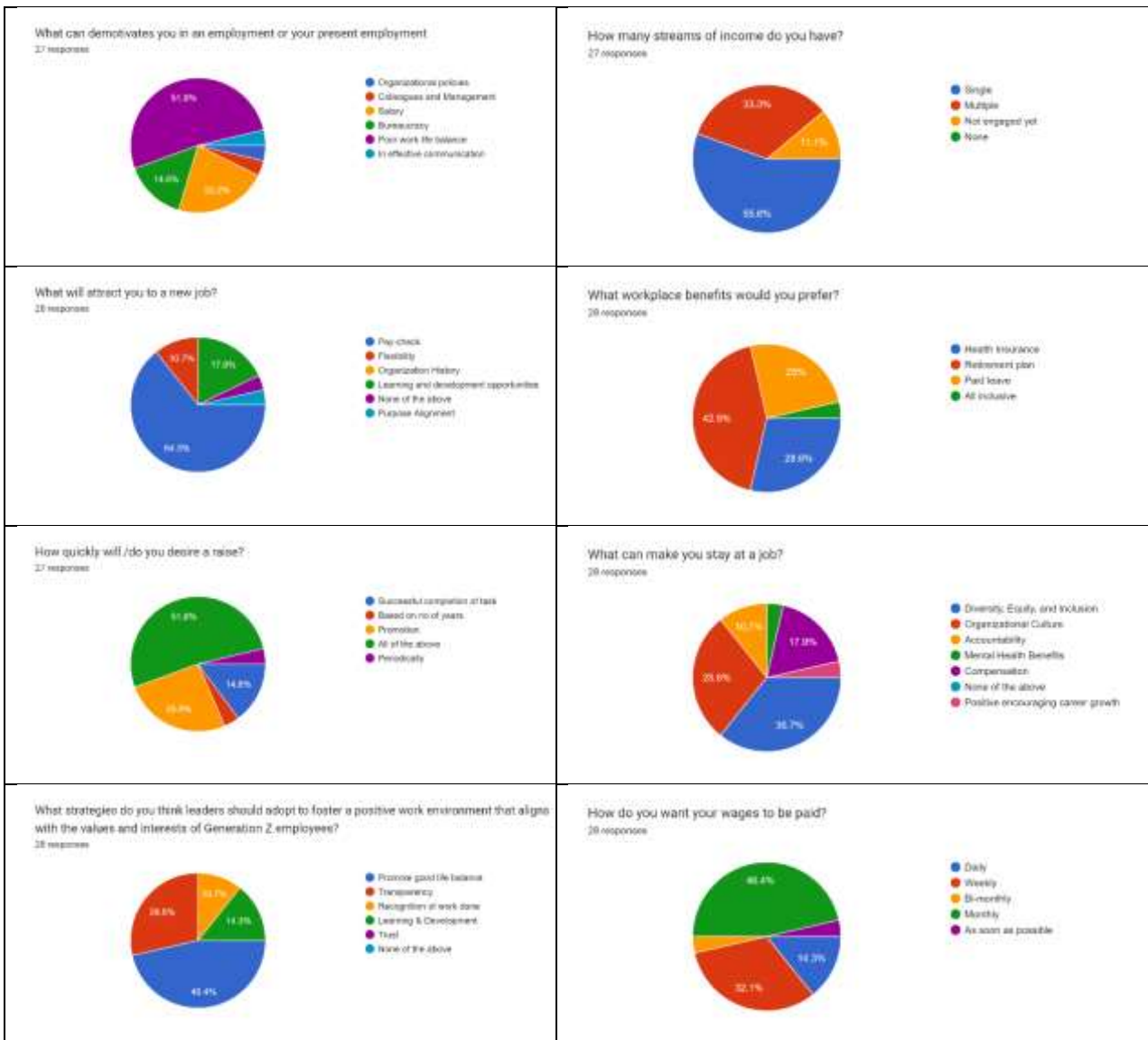


Table 3: Interests of Gen Z (Generation Z Interests/attitudes)





4.1 Discussion

Research question 1

What is the relationship between Gen Z behavioral attitudes and leadership styles?

The pie chart analysis showed the influence of Gen Z behavioral attitudes on the leadership styles and as such, an alternative hypothesis from Ho would be appropriate. The statistics revealed that the emergence of Gen Z has created a paradigm shift in the work model and came with complexities and opportunities. It is inferred that managing the generation becomes more complicated than in the past. Findings also showed that leaders would be required to transform their mindset to meet the complexities, challenges and the opportunities while exhibiting proactive tendencies to embrace the complexities. The study revealed that this generation has come to dominate, and they cannot be disregarded and any leaders that do so is at the peril of the organization he/she represents. Moreover, the study exposes the fact that new competencies will be required by the leaders to remain relevant to lead this generation and there have been success stories related to practices where leaders have adapted their mindset to embrace the complexities of the generation.

Research question 2

What is the degree of influence of Gen Z behavioral attitudes on organizational culture, decision-making processes and leadership mindset?

The results of the pie chart above indicated that there is significant degree of influence of Gen Z behavioral attitudes on organizational culture, decision-making processes and leadership mindset. This is since the interest and behavioral pattern of Gen Z showed that they prefer remote and hybrid, work life integration working arrangement and the environment that will grant them financial stability, purpose and value alignment. Immediate incentives for the work done and paycheck captivate them to work and prefer working in Tech, Science and health organizations mostly. Also, the study revealed that the cohort do not want to stay in any work environment more than 5 years and their hobbies mostly are travelling and content creations. Findings also showed that they would align with leaders who will promote work-life integration, transparency and show them empathy. They also desire mentorship and guidance from their leaders.

5. Conclusion

Leadership is a vital resource for creating and sustaining organizations and the leadership style in any organization determines to a large extent the strength and performance of that organization in terms of profitability, market share and customer loyalty. The study showed that leaders who can harness the power of diverse teams are able to drive higher levels of business performance. Therefore, leaders must navigate the paradox, indulge in Gen Z sense-centric and engage in a deliberate dynamic movement to leverage the complexities and acquire knowledge about their desires, aspirations, likes, passions, dislikes et al and not concentrate on the challenges.

6. Recommendations

The following strategies can help leaders to cope with the complexities of the Gen Z and their influence on their mindset.

- i. Leadership must recognize and accept reality through self-consciousness and open mindedness. It should be humbled enough to have a realistic sense of his own capabilities in relation to others and emerging situations.
- ii. Leaders should adapt style that matches every situation as no one style is best for all situations especially where multi-generational cohorts are present.
- iii. Leaders should retool their old mindset of leadership and transform to open and growth mindset appropriate to cope with Gen Z complexities, be trained as change agents and act as role models, to create positive influence on employees to further enhance their commitment to duty leading to higher organizational performance.
- iv. Gen Z requires personalized approach; hence leaders should set expectations for communication, use multiple, personalize approach, and flexible communication vehicles and avenues to reach the generation.
- v. Leaders should develop commensurate skills like Technological intelligence, Emotional intelligence, Novel and adaptive thinking, Active agility, Coaching and mentoring to cope with the trajectory of this generation.
- vi. Promote social, financial, digital inclusion and work life integration. Give opportunities to learn, grow and belong.

Suggestions for further studies

Studying the effect of Generation Z complexities on leadership mindset is a fascinating and dynamic field and relevant area of research. Therefore, it is gratifying to suggest that further studies should be conducted on Leadership Digital Proficiencies, adaptability and Change Management to examine the specific digital skills and competencies that Generation Z values in leadership roles and explore how the proficiency in digital communication and technology will impact the style of leadership.

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