



Leadership Dynamics of Generations Y and Z from a Behavioral Theory Perspective

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ARTICLE INFO

Keywords: Adaptive leadership, Generation Y, Generation Z, Leadership Preferences, Leadership Flexibility

Received: 13 April

Revised: 12 May

Accepted: 17 June

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ABSTRACT

This research aims to explore the leadership dynamics of generations Y (millennials) and Z (post-millennials) in an organizational context, using a qualitative approach. Generations Y and Z have taken center stage in modern management literature because of their unique characteristics that influence how they interact, adapt, and respond to leadership. This study uses qualitative methods to explore generations Y and Z's preferences for effective leadership styles. Research findings reveal that this generation tends to value flexibility in leadership style, which allows them to actively participate in decision making and put forward new ideas in a dynamic work environment. This research also highlights the importance of appropriate responses to rewards and recognition of the individual achievements of generations Y and Z. This research makes an important contribution to understanding how adaptive leadership practices influence the interactions and adaptation of generations Y and Z in the modern work environment. The managerial implications of this research include developing better leadership strategies to optimize the engagement and performance of generations Y and Z, as well as creating a work environment that supports growth and innovation in the long term

INTRODUCTION

Indonesia is projected to face an era of demographic bonus which is expected to peak in 2030. The demographic bonus in question is a period where the population of productive age (15-64 years) will be greater than the non-productive age population (65 years and above) with a proportion of more than 60% of the total population of Indonesia. Of course, this momentum must be met with careful planning.

The demographic bonus is a strategic opportunity for Indonesia to accelerate development with the support of abundant productive age human resources (HR). Moreover, in 2030 there is a big agenda for sustainable development (Sustainable Development Goals). If the demographic bonus fails to be utilized, it will be very dangerous when the aging population enters a period or a period where the number of older people is greater than the productive number. In fact, the younger generation must be able to become part of a productive generation that can take advantage of demographic bonus opportunities and will play a role in development.

Generations Y (millennials) and Z (generation Z) brought significant changes in the leadership paradigm in the workplace. In facing the growing dynamics of an increasingly complex and diverse work environment, it is important for organizations to understand the preferences, values and motivations of this generation in the context of leadership. Research on the leadership dynamics of generations Y and Z from the perspective of organizational behavior theory is important to gain deeper insight into how to lead and motivate this generation. Along with that, leaders need to understand the characteristics of generations Y and Z and how organizational behavior theory can be applied to understand and manage existing leadership dynamics.

Generations Y and Z show different characteristics than previous generations in terms of values, preferences, and expectations for leaders in the workplace. They tend to be more demanding, want attention, and require flexibility in how they are led. Therefore, understanding the leadership preferences of generations Y and Z from the perspective of organizational behavior theory is important for developing effective leadership strategies.

Twenge's (2017) study shows that generations Y and Z tend to need leaders who can provide direction, but also facilitate their involvement and involvement in decision making. Likewise, Robbins and Judge (2019) emphasize the importance of adapting leadership styles to the characteristics of generations Y and Z to achieve optimal performance in the workplace.

However, despite its importance, research on the leadership dynamics of generations Y and Z from the perspective of organizational behavior theory is still limited. Therefore, studies are needed to gain a better understanding of the preferences, motivations and needs of this generation in the context of organizational leadership.

In understanding the leadership dynamics of generations Y and Z from the perspective of organizational behavior theory, the relevant theory is transformational theory which emphasizes the importance of leaders in inspiring and motivating their subordinates. A transformational leadership style that

includes a clear vision, personal support, and individual development can form high involvement from both generations (Bass & Avolio, 1994).

In the context of politics and business, the leadership of generations Y and Z influences the way politics is carried out, both in the context of political parties, government organizations and social movements. Several aspects of the leadership dynamics of generations Y and Z from the perspective of organizational behavior theory that are relevant in a political context, include:

Differentiated Political Participation. Generations Y and Z tend to have different political preferences than previous generations. They are more likely to participate in politics online via social media and other digital platforms. In a business context, they are more likely to value a company culture that encourages employee engagement, innovation, and flexibility. Leadership that understands the dynamics of social media and information technology can be more effective in communicating and interacting with this generation (Bennett & Iyengar, 2008).

Different Leadership Preferences. Generations Y and Z tend to look for leaders who are transparent, authentic, and problem-solving oriented. They value inclusive and collaborative leadership more than authoritarian leadership. Political leaders who can adapt their leadership style to the preferences of this generation will be more successful in attracting their support and political participation (Twenge, 2017). In a business context, generations Y and Z demand a more flexible work environment, where they can achieve a balance between work and personal life. They also tend to seek opportunities to work collaboratively and share knowledge with their colleagues.

Activism and Social Movements. Generations Y and Z are often active in social and political movements that emphasize issues such as human rights, the environment, and gender equality. Leadership that can understand the values that are important to this generation and adopt them in their policies and political actions will be more successful in mobilizing support (Dalton & Wattenberg, 2002).

Impact of Technology and Communication. Generations Y and Z have grown up with digital technology and social media, which have changed the way politics and leadership are conducted. Political leaders who are able to use technology and social media effectively can more easily interact with this generation and influence their political views (Howard & Parks, 2012). In a business context, generations Y and Z have grown up with digital technology and social media, which have changed the way business is conducted. They are more accustomed to using technology in various aspects of their lives, including at work.

Entering 2024, it can no longer be denied that the world of work is no longer dominated by generation X or what we usually call baby boomers. Generation Y (millennials) is currently dominating, considering that this generation is currently in its productive age. Followed by generation Z who are also starting to enter productive age so they are also enlivening the world of work today. The author will specifically discuss management and leadership styles that are able to mobilize generations Y and Z, and can even become agents of change for the surrounding environment. There are many preparations that must be fulfilled by

a leader. Firstly, preparing an organizational culture and good work ethics is very important in carrying out the principles of public service which can support an adaptive and effective leadership style. Of course, by forming a good culture, an organization is a place where every employee from various different backgrounds unites and works together to achieve goals according to predetermined targets. With adaptive and effective leadership, it makes it easier for leaders to adapt themselves to the changes and new circumstances faced by the millennial generation. Then what is the ideal leadership that is dominated by the millennial and Z generations?

LITERATURE REVIEW

The complexity of the demographic shift leading to generations Y and Z and its profound implications for organizational strategies in managing and utilizing the modern workforce effectively. In the current era of digital and globalization, demographic shifts in the workforce are increasingly leading to the dominance of Generation Y (millennials) and Generation Z. This generation, which grew up under the influence of rapid technology and rapid social change, has had a significant impact on the way people work, organizational culture, and global economic dynamics. Generation Y, born between 1981 and 1996, are collectively known as 'millennials'. They are the first generation to be truly digitally connected since their teenage years. Pew Research Center shows that millennials "stand out for their technology use, but older generations also embrace digital life" (Pew Research Center, 2019). Generation Y tends to seek work that provides meaning and purpose, as well as values such as a balanced work-life balance and sustainability. The importance of sustainable values is not only reflected in their preferences for inclusive and environmentally friendly work environments, but also in their consumption and investment decisions. They are an important driver behind the development of companies focused on social and environmental responsibility (CSR) and sustainable businesses. Generation Y is also known for valuing a healthy work-life balance. They seek work that provides meaning and purpose, while allowing them to pursue personal interests and activities outside of their work. Effective leaders for Generation Y are those who are able to facilitate an inclusive work environment, support that balance, and provide clear articulation of the organization's vision and goals. Therefore, leadership for Generation Y often must utilize technology as a tool to increase collaboration, efficiency and creativity in teams.

Generation Z, born after 1997, is a generation that grew up in the era of dominant social media. They have earlier and more intensive access to advanced technology than their predecessors. Deloitte Insights describes Generation Z as a group that "enters the workforce with a different set of expectations and perspectives compared to their predecessors" (Deloitte Insights, 2023). This generation tends to be more independent, creative, and accustomed to rapid change, which is strengthened by their adaptability to technology. In the world of work, Generation Z wants jobs that provide flexibility, challenge and the opportunity to contribute directly to the company's success. They also place a value on diversity, inclusivity, and opportunities to continue learning and

growing in their careers. In the context of leadership, Generation Z looks for leaders who can challenge them intellectually, provide constructive feedback, and give them space to develop their creative ideas. They also place a high value on diversity and inclusion in work teams. Therefore, effective leaders for Generation Z must be able to accommodate a responsive, adaptive and empowering leadership style.

This shift is pushing companies to adapt their strategies for recruiting, retention, and workforce development. Organizations need to pay more attention to the needs of this younger generation, both in terms of flexible and inclusive work environments, and from the perspective of using technology to increase productivity and innovation. According to Forbes analysis, "the future of work will be determined by the needs and aspirations of Generation Y and Z" (Forbes, 2022). This indicates the need for a leadership approach that is adaptive and responsive to social changes, technology and values among the younger generation. Organizations need to adopt inclusive leadership strategies, leverage technology to improve operational efficiency and team collaboration, and value a healthy work-life balance. Leaders who are able to build a work culture that supports the values of younger generations will be more successful in attracting and retaining potential talent, as well as creating an environment where innovation and growth can flourish.

Bandura (1986) suggests that human behavior is influenced by interactions between cognitive factors, the social environment and individual behavior. According to him, people learn not only through direct experience, but also through observing other people and the results of their actions. This theory emphasizes that behavior is not only influenced by external stimuli or internal conditions, but also involves cognitive processes that involve observing and imitating the behavior of others. This theory has been widely used to explain how people learn and change their behavior in various contexts, including education, psychology, and management.

Vroom (1964) developed expectancy theory which states that individuals tend to choose certain behaviors based on their expectations of the desired outcomes of the behavior and their assessment of how likely the behavior will produce the desired outcomes. This expectancy theory focuses on the motivation of individuals in the workplace and how their perceptions of the relationship between the effort they put in, the results they desire, and their chances of achieving those results influence their behavior within the organization. This theory has been the basis for much research on work motivation and decision making in organizational contexts.

Schein (1985) suggests that work culture consists of basic assumptions, shared values, and artifacts demonstrated within the organization. Basic assumptions are the beliefs that underlie individual behavior in an organization, while shared values are preferences that are considered important in the way the organization operates. Artifacts, on the other hand, are manifestations of culture that can be seen, heard, and felt in everyday life within the organization. Schein's work culture theory emphasizes the importance of understanding how shared values, norms, and beliefs within an organization influence individual and

collective behavior. A strong work culture can provide a solid foundation for organizational success, while a culture that is not aligned with the organization's goals and values can hinder performance and innovation.

According to Bradt (2015), regarding Behavior, Relationships, Attitudes, Values, Environment, known as BRAVE Leadership, involves courageous behavior, strong relationships, positive attitudes, firm values, and the creation of a supportive environment to lead effectively in organization. BRAVE Leadership consists of: first, Behavior: BRAVE Leadership emphasizes the importance of behavior that is proactive, courageous, and consistent with the organization's core values. BRAVE leaders take measured risks and act ethically in all their interactions. Second, Relationships: Relationships in the context of BRAVE Leadership refer to the leader's ability to build and maintain strong relationships with teams, stakeholders and other related parties. This involves active listening, facilitating collaboration, and fostering an inclusive work environment. Third, Attitude: The attitude in BRAVE Leadership reflects an optimistic, adaptive and firm attitude in facing challenges. BRAVE leaders leverage uncertainty as an opportunity for innovation and growth, while maintaining focus on long-term goals. Fourth, Values: The values in the BRAVE Leadership concept refer to the moral and ethical principles that underlie all leaders' decisions and actions. BRAVE leaders act in accordance with the values upheld by the organization, ensuring consistency and integrity in every aspect of their leadership. Fifth, Environment: The environment in BRAVE Leadership refers to the organizational culture built by a brave leader. BRAVE leaders create an environment that supports innovation, creativity and courage within their teams, creating a workplace that allows for the full development of individual potential. The BRAVE Leadership concept provides a comprehensive framework for leaders to develop themselves in leading with courage and success in facing complex challenges in today's work environment.

According to Northouse (2021), adaptive leadership refers to a leader's ability to adapt their leadership style to different situations. This involves the ability to utilize a variety of leadership strategies depending on the needs of the team and the task at hand. Adaptive leadership theory emphasizes the importance of a leader's flexibility and responsiveness to changes in the environment and team needs. Adaptive leaders are able to use a variety of leadership styles and techniques to achieve organizational goals effectively in various contexts and situations.

Therefore, leaders must consider how technology can be used to facilitate intergenerational collaboration and create a work environment that allows all team members to make maximum contributions. This shift also shows that companies that are able to adapt to the values and expectations of the younger generation will have a significant competitive advantage in recruiting and retaining potential talent to face the challenges and opportunities of this modern era.

In a world of work that continues to change rapidly, understanding the dynamics of new generation leadership, such as Generation Y (millennials) and Generation Z, is crucial for organizations that want to remain relevant and

competitive. This generation brings unique values, expectations and skills that influence how they interact in teams, lead and face business challenges in the era of digital and globalization.

METHODOLOGY

The type of research used in this research is descriptive research with a qualitative approach. Qualitative research, according to Creswell (2008) in the book *Research Design*, defines it as an approach or search to explore and understand a central phenomenon. The method used in this research is descriptive research with a qualitative approach. This research wants to describe existing phenomena, which are taking place now or in the past. This research does not manipulate or change the independent variables, but describes a condition as it is. As stated by Sukmadinata (2008), descriptive research is aimed at describing or illustrating phenomena that are natural or human engineered. This research examines the form of activity, characteristics, changes, relationships, similarities and differences with other phenomena.

Data was collected from various information, both from print media (books), journals, and online networks, complemented by discussions with the community and colleagues who are qualified in their fields. The collected data is then analyzed, selected, sorted and rearranged into a presentation that is able to provide an adequate picture of leadership problems associated with organizational behavior theory.

RESULTS AND DISCUSSION

Introducing a good organizational culture to the millennial and Z generations is of course the main choice. In general, people think of culture as the character or personality of an organization. A good organizational culture really supports a leader to carry out organizational dynamics in adaptive and effective leadership. A good organizational culture will provide space and opportunities for leaders to play an important role in shaping the work culture of the organization, so that the function of organizational culture is generally visible, as has been stated by several opinions, namely: 1) Adding a sense of ownership and increasing employee loyalty to organization, 2) Used as a tool to organize members, 3) Strengthens organizational values, 4) As a mechanism for controlling behavior in the work environment, 5) Encourages all structures to increase high performance, and 6) Organizational culture also functions as a determinant of direction, what can be done and what cannot be done.

In this case, work culture plays an important role in achieving organizational goals. The achievement of an organization's performance which continues to increase and is effective in achieving it, indicates the success of the organization in carrying out its management. This work culture is the guideline for all members of the organization to behave in their daily work. So it is hoped that it will create a good atmosphere and can support the productivity of all employees and provide optimal output for organizational achievements.

Organizational culture is also related to work ethics which is also introduced and instilled in generations, especially millennials or generations Y and Z. Work ethics must be upheld and implemented as well as possible, this will

shape the character of employees in carrying out their duties and responsibilities where personal ethics becomes a mirror for organizational ethics, although it cannot be justified that personal mistakes are a representation of an organization. On the other hand, organizations can be an example as a reflection of personal ethics to shape their character at work.

Ethics can be interpreted as studies, guidelines, determinations that are mutually agreed upon in a rational group, so that they have considerations of right and wrong or good and bad, while leadership ethics are ethics that are agreed upon and implemented in and for correct or good organizational life by leaders.

To maximize this generation, which lives in the era of globalization and can be connected 24 hours via the internet network, so they are naturally proficient in technology. Social media is a place for them to interact, although some say this generation tends to be narcissistic, but behind this nature they are very flexible, creative and open-minded. To manage this millennial generation, a new style of management and leadership is needed that is able to mobilize this generation to become hopeful agents of change. George Bradt himself, in his concept of Brave Leadership, said that there are 5 ways to lead the millennial generation which, according to the author, would not be much different if applied to gen Z. The millennial generation and even generation Z are starting to occupy important positions in various companies. Based on Kubik Leadership's research on leadership in the current millennial era, it produced several findings, one of which is George Bradt's opinion in his column in Forbes which said "Don't even try to manage millennials, lead them."

To lead the millennial generation, George Bradt offers the idea of Brave Leadership, which stands for Behavior, Relationships, Attitude, Values, Environment, which is described below:

1. Behavior, the millennial generation avoids boundaries between superiors and those who work as subordinates. Give them access to information because the millennial generation tends to have more curiosity about the company's situation and how their work can help achieve the company's vision.
2. Relationships, everyone needs respect, and so does the millennial generation, they really need respect. Be an active listener and give them feedback in the right way.
3. Attitude, the millennial generation has a positive view of themselves and their future. This positive outlook makes it easier for leaders to encourage them and offer them challenges. Millennials are very happy to be entrusted with new and challenging jobs.
4. Values, millennials tend to be committed to work that has values, gives meaning to the universe. Companies that are committed to the interests of many people, provide benefits to society, care about the environment and make things easier and faster for many people are very popular with millennials.
5. Environment, they really enjoy working in an open environment, easy access to information, and can work across regions and across continents.

Create a work environment without complicated bureaucratic barriers, this kind of environment is what makes the millennial generation feel at home working at your place.

So Brave Leadership could be an alternative approach that can be used to engage potential millennials. Therefore, we think that an adaptive attitude is a mandatory step, because gen Y and Z will have very diverse characters considering the arrival of globalization in their era. So, what is an adaptive leader like? Adaptive means intelligently adapting to change. Adaptive leadership means leadership that easily adapts to changes and new circumstances. As currently the development of organizations is faced with the era of the millennial generation.

There are four dimensions of adaptive leadership in carrying out leadership that must be achieved:

1. Navigate the business environment, navigating the business environment means leaders are able to master uncertainty and adopt new approaches if they want to continue to exist in turbulent conditions;
2. Leading with empathy, leading with empathy means that the leader is able to create a sense of having the same goal and manage it through influence rather than through command and control;
3. Learning through self-correction, learning through self-correction and reflection means that leaders are able to encourage and even urge new experimental efforts, maybe these experiments fail but from these failures they can improve;
4. Creating win-win solutions, creating win-win solutions means focusing on continuous success for the organization and stakeholders or service users.

Change always forms new views, and new views will influence various ongoing events. If the leader does not prepare his personality to respond to this new view, then he will face difficulties in undergoing this change. The ability to organize a leader's personality in a change will help organizations to handle various complex challenges.

The characteristics of adaptive leaders according to Albano, 2012 are 1) Thinking and acting strategically to influence the environment; 2) Be proactive, able to predict opportunities and design thoughts to take advantage of opportunities; 3) Multiple perspectives in decision making; 4) Prioritize creativity in developing solutions; 5) Able to carry out structural and cultural transformations so that they are able to adapt to changes; 6) Sensitive to the demands of the times; 7) Dare to take risks; and 8) Really appreciate innovation and personality.

The current demand is how to build a youth team with leadership that is faced with the millennial and Z generations who have different characteristics from the previous generation. Of course, different leadership and management styles are needed to optimize the role of this generation. Leadership styles that are very suitable for millennials and Z include adaptive leadership style,

supportive leadership style and appreciative leadership style. Adaptive leadership style is a leadership style that can adapt to various conditions and situations. This leadership style is not rigid and flexible and does not recognize the seniority system in the organization. Supportive leadership style, namely a leadership style that provides equal opportunities to develop oneself in the organization. Millennials want leaders who can develop careers within the organization and work more flexibly. An appreciative leadership style positions them that they need to be appreciated and appreciated for their achievements.

From this adaptive leadership, a common thread can be drawn from the leadership style that: 1) Able to utilize technological advances for more efficient and effective work processes; 2) Close physically and also through social media; 3) Do not position yourself as an arrogant leader but rather become a good leader and mentor and a friend to your subordinates; 4) Dare to be different, both in terms of thoughts, policies and appearance

There are several other things regarding certain characteristics that every adaptive leader must have, including the capacity to create an environment that embraces diversity of views and utilizes collective knowledge to benefit the organization. But on the other hand, leaders must also understand that any large-scale change is a gradual process, which requires perseverance and a willingness to endure the pressure that accompanies it. You also have to understand that change can be a painful process. Therefore, he can predict and counter the reluctant behavior of teammates. With system changes and adjustments made to create adaptive and effective leaders, the noble goals of an organization that we all aspire to can be realized in accordance with the vision and mission.

Not only being an adaptive leader, the author believes that effectiveness in management will certainly be very necessary in leading an organization, profit-oriented or non-profit-oriented. Leadership intelligence must be displayed in the form of effective leadership. In particular, in terms of making firm and clear decisions, as well as the ability to adapt through learning experiences from every point on the journey towards change. Leaders must have assertiveness and be able to influence. Therefore, leaders must find their own concepts and principles of adaptation from the results of their learning together with their leadership intuition, to create a new governance that is effective and productive. Change requires leaders to listen carefully, take action through the ability to adapt to reality, and not get into the habit of avoiding the facts that must be faced.

Change has the nature of providing limited time and limited information. Therefore, leaders must not hesitate and not dare to act, leaders must move quickly to make decisions within the limited time, and complete an action plan by gathering as much information as possible, to overcome unwanted risks from the change process. If the leader is unable to understand the limitations of time and information in the event of change, then the leader will delay taking action on the decision to change, and in the end he will definitely fail to fulfill the change.

If a leader forgets change, then he will never be able to adapt to his surroundings. Reality always awaits changes in personality and governance that are able to embrace reality, to produce effectiveness in every organizational

process. The characteristics of an effective leader can be seen from several indicator attitudes including: 1) Able to see opportunities first before other people see them, accompanied by initiative and making strategies to direct the organization to its goals; 2) Become a role model for others, without always having to use verbal communication. However, by behaving in a way that can be a role model for those around you; 3) Empowering other people, being able to direct resources according to their intended use. In this case, a person's intelligence is needed to be able to see and maximize a person's potential. 4) Be open to new ideas and concepts.

CONCLUSION AND RECOMMENDATION

Dynamics of generations Y and Z in the context of behavioral theory provide important insights into how this young generation interacts, adapts, and is influenced by different leadership practices, namely first, Flexibility and Adaptability, that Generation Y (millennials) and Z (post-millennials) show a preference for leaders who can adapt to dynamic environments and provide flexibility in the way they lead. Second, Vision and Inspiration, where we look for leaders who are able to inspire, convey a clear vision, and empower them to achieve common goals. Third, Authenticity and Integrity which emphasizes the importance of authenticity and integrity in leadership practice. Generations Y and Z tend to value leaders who are consistent with their values, transparent in communication, and act according to what they say. Fourth, Response to Awards and Recognition, that it is important to provide awards and recognition for individual achievements. Generations Y and Z tend to respond positively to clear and fair reward systems, which provide incentives to perform high and contribute significantly to the organization.

Lead generations Y and Z, it is important for leaders to integrate elements from various behavioral theories. Flexibility in leadership style, the ability to inspire and empower, honesty and authenticity, and appropriate management of rewards and recognition are the keys to success in building strong and productive relationships with this generation of young people. In this way, leaders can create a motivating work environment, accelerate growth, and maintain long-term sustainability for their organizations. That regarding adaptive and effective leadership for generations Y and Z, the ability to lift heavy loads in maintaining the organization, all employees must change, the way of leading must change, the work environment must change, the way of working and work culture must change, the way of managing a team must change, as well as the way of leading teams in organizations must also change. How to manage the millennial and Z generations, by changing the paradigm of how to manage the millennial and Z generations through a millennial strengths approach, namely looking at the strengths of millennials and then maximizing the strengths of these young people, leaders are able to recognize the unique characteristics of the millennial generation, creating the most optimal work environment. suitable so that they are finally able to lead millennials and Z to be able to realize the organization's vision and mission together. Each study has limitations; thus, you can describe it here and briefly provide suggestions for further research

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