

Effective leadership styles in the Millennial Generation and Generation Z in Bima City facing the Society 5.0 Era

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Article Info

Leadership Style,
Millennial
Generation Z

Abstract

This study aims to analyze the leadership styles that are most suitable for millennials and Generation Z, focusing on three leadership styles: Transformational Leadership (X1), Servant Leadership (X2), and Ethical Leadership (X3). The dependent variable in this study is Motivation (Y). This research is descriptive as it aims to examine and analyze the phenomena or issues that arise within a specific context. The sample used in this study consists of MSME actors in the City of Bima, who are part of the millennial and Generation Z groups. These two generations have distinct characteristics, and understanding how different leadership styles affect them is crucial for improving motivation and productivity in the business environment. The findings reveal that the most suitable leadership style for millennials, based on the average score order, is Servant Leadership (86.55%), followed by Ethical Leadership (86.43%), and Transformational Leadership (85.27%). This suggests that millennials value a leadership approach that focuses on serving and empowering others. Meanwhile, for Generation Z, the most suitable leadership style, based on the average score order, is Ethical Leadership (93.82%), followed by Transformational Leadership (86.62%), and Servant Leadership (83.27%). This indicates that Generation Z places a high value on ethical considerations and integrity in leadership. Overall, this study provides valuable insights into how different leadership styles influence the motivation of millennials and Generation Z. It highlights the need for MSME leaders to adapt their leadership styles according to the generational characteristics of their employees to enhance motivation and drive success in the business context of Bima City.

Introduction

The Society 5.0 era is a time when society is centered around online-integrated systems to solve social problems and balance economic growth. To adapt to Society 5.0, we need to understand the development of human resources across generations. Human resources across generations in organizations pose a challenge because the differing characteristics of millennials and Generation Z in the workforce mean that these two generations have their own ways of performing various tasks. According to data released by the Central Statistics Agency (BPS), Generation Z is currently the largest generational group in Indonesia, with a population of approximately 74.93 million, or 27.94% of the total population. Furthermore, Generation Z constitutes 34.74% of Indonesia's entire productive age group (data.goodstats.id). This demographic shift presents new challenges and

opportunities for human resource managers to manage employees from different generations with varying needs and expectations. Specifically, Generation Z, being the largest generation, will play a crucial role in shaping the future of the workforce.

Many experts have argued about the birth years of each generation, with McCrindle (2014) stating that Generation Y, or millennials, were born between the 1980s and 2000s, meaning they are currently aged between 24 and 44 years. Millennials are characterized by their distrust of one-way information distribution, preference for mobile phones over TV, high engagement with social media, a lack of interest in traditional reading, familiarity with technology, a tendency for less loyalty but effective work, and increased use of cashless transactions (Barni, 2019). On the other hand, Generation Z is considered very different from previous generations. This

generation is labeled as boundary-less, meaning they have fewer limits or boundaries in their lives. Ryan Jenkins (2017), in his article "Four Reasons Generation Z will be the Most Different Generation," argues that Gen Z has different expectations, preferences, and work perspectives, which are challenging for organizations. The characteristics of Generation Z are more diverse, global in nature, and have a significant influence on culture and societal attitudes. One prominent trait is that Gen Z is adept at utilizing technological advancements in various aspects of their lives.

The differences between millennials and Generation Z in the workforce are the focus of this research. These generational differences lead to different approaches in performing various tasks, one of which is in the Micro, Small, and Medium Enterprises (MSMEs) sector. According to data from the Department of Cooperatives, Industry, and Trade of Bima City, MSME development in Bima City grew from 9,124 in 2020 to 34,432 in 2021, and 34,923 in 2023. This shows significant growth in MSMEs across various sectors in Bima City. This rapid development of MSMEs in Bima is considered a key factor in supporting the city's economic growth. However, the high level of competition in the MSME sector has led to the emergence of similar products in the market (Susanto et al., 2019), requiring MSME actors to have distinct characteristics or utilize advanced information technology in their processes. Despite the widespread use of technology and digitalization, some MSME actors still struggle with or lack competence in using it (Joeliaty et al., 2019).

The use of technology and advancements in digitalization certainly affect an individual's motivation. Based on interviews with several MSME actors categorized as millennials, they tend to feel "lazy" when working with someone who is not proficient in technology, as they have to repeatedly explain how to use it, which hampers their performance. Additionally, both millennials and Generation Z state that their

motivation to work is higher when their leaders possess leadership styles that align with their expectations. Given that motivation plays a significant role in a person's performance (Sunarsi et al., 2021), (Tasya & Gilang, 2020), the leadership style that can motivate both millennials and Generation Z is a key aspect of this study. The differences between generations should be considered when determining which leadership style is most appropriate for millennials and Generation Z.

Leadership styles must be adapted to the rhythm and patterns of the generations being led. For example, millennials, who have a significant influence today, should be led with a leadership style suited to their generation (Peramesti & Kusmana, 2018), and the same goes for Generation Z. The appropriate leadership style will foster motivation in the workplace. Research by Long (2017) examined effective leadership styles for millennials and found that transformational leadership, ethical leadership, and servant leadership were the most effective styles in motivating millennials. Similarly, this study will delve deeper into effective leadership styles for millennials, with the key difference being the focus on MSME actors from both the millennial and Generation Z groups.

Literature Review

Transformational Leadership

According to Wibowo (2017), transformational leadership is a leadership perspective that explains how leaders transform teams or organizations by creating, communicating, and modeling a vision for the organization or work unit, and inspiring workers to strive toward achieving that vision. Anwar (2018) argues that transformational leadership is considered modern leadership because it plays an important role in the improvement of organizations.

Servant Leadership

Servant leadership is an ethical leadership concept introduced by Robert K. Greenleaf in

1970 in his book *The Servant as Leader*. Greenleaf believed that a great leader's first task is to serve others. True leadership emerges from those whose primary motivation is the desire to help others. Retmono (2017) defines servant leadership as an understanding and practice of leadership that emphasizes the development of subordinates rather than the interests of the leader. Servant leadership is an approach or leadership style that focuses on empowering followers so they can develop and reach their highest potential.

Ethical Leadership

According to Aamir et al. (2015), ethical leadership is defined as the demonstration of behavior by a leader that is normatively appropriate through personal actions and interpersonal relationships, along with higher ethical standards characterized by integrity and truthfulness, achieved through two-way communication, reinforcement, and decision-making. Ethical leaders demonstrate a commitment to ethical practices in the workplace and serve as ethical role models for those around them (Huang et al., 2021).

Research Methodology

Research Type

This study is descriptive in nature as it examines and analyzes a particular problem or phenomenon. According to Sugiyono (2018), descriptive research is conducted to determine

the value of independent variables, whether one or more variables, without making comparisons or relating them to other variables, while verifiable research involves testing hypotheses set against a population/sample. The researcher uses a Likert scale, which is used to measure the attitudes, opinions, and perceptions of individuals or groups regarding a social phenomenon.

In this study, the data required will be classified into two groups: primary and secondary data. The primary data source for this study consists of millennials and Generation Z who work in the MSME sector in the city of Bima. Meanwhile, the secondary data sources are obtained from several supporting websites. The data collection techniques used in this research include literature review and field study.

Results and Discussion

Verification Analysis

The hypothesis testing in this study uses Partial Least Square (PLS), where the advantage of PLS is that it does not require assumptions and can be estimated with a relatively small sample size. The tool used for this analysis is the SmartPLS 3.0 application, which is specifically designed to estimate structural equations based on variance. Below is the full model used in this study.

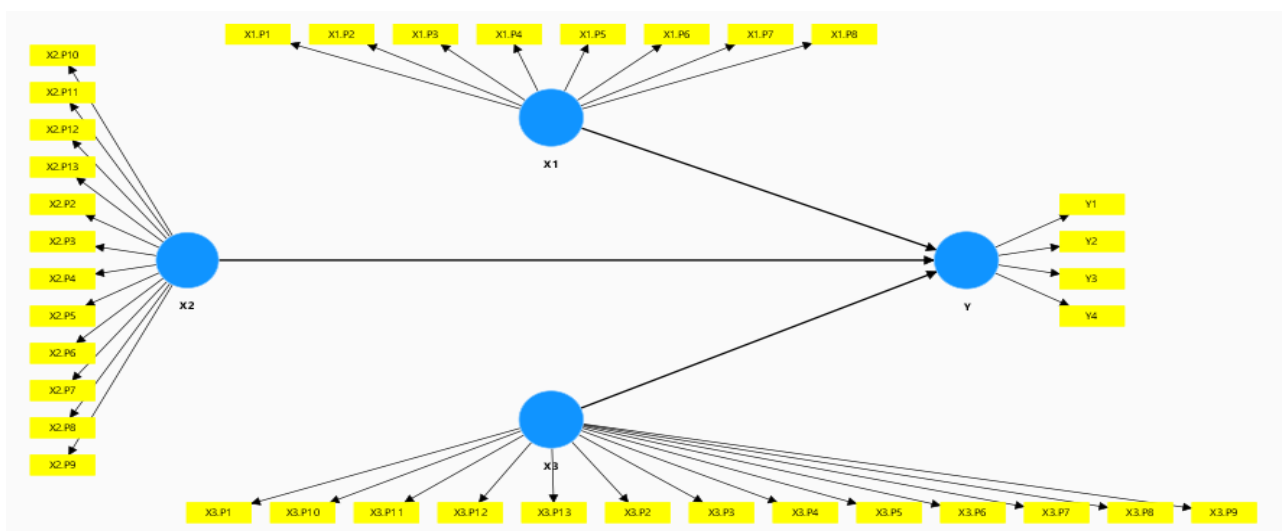


Figure 1: Full Research Model

Source: Primary Data Processing, 2023

The testing shown in Figure 1 indicates that the Transformational Leadership (X1) variable is measured with 8 research indicators, namely X1P1 to X1P8. The Ethical Leadership (X2) variable is measured with 13 research indicators, including X2P1 to X2P13. The Servant Leadership (X3) variable is measured with 14 research indicators, including X3P1 to X3P13. The Motivation (Y) variable is measured with 4 research indicators, namely Y1 to Y4.

Reliability Test

In the reliability test, the indicators of each variable are assessed using composite reliability and Cronbach's alpha values. A variable is said to meet the composite reliability and Cronbach's alpha criteria if it has a value greater than 0.7. Below are the composite reliability and Cronbach's alpha values in this study.

Table 1: Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach Alpha	Description
X1	0.879	0.877	Reliable
X2	0.906	0.838	Reliable
X3	0.886	0.882	Reliable
Y	0.824	0.823	Reliable

Descriptive Analysis

Descriptive analysis is conducted to examine and analyze the characteristics of the variables studied in this research. There are four variables in this study: Transformational Leadership, Servant Leadership, Ethical Leadership, and Motivation. The presentation of the descriptive analysis is based on the questionnaires filled out by the respondents.

Transformational Leadership

The Transformational Leadership variable consists of six indicators: Idealized Influence,

Individualized Consideration, Intellectual Stimulation, and Inspirational Motivation, each of which includes several statements filled out by respondents to understand the respondents' views on Transformational Leadership within the Millennial generation. The results can be seen in Table 2.

Table 2: Data Processing of Transformational Leadership Variable in the Millennial Generation

Transformational Leadership (X1)	Idealized Influence	Stated Intent	Self-Confidence	Self-Reliance	Individual Score	%	Category	Availability	Category
1	1	2	1	5	22	1008	12	90	Very Good
2	1	2	1	4	23	101	12	90	Very Good
Individualized Consideration	Stated Intent	Scale							
3	1	4	6	19	105	1200	84	Very Good	84.01
4	1	2	10	17	104	1207	83	Very	

plan." This indicates that Millennials appreciate systematically organized work.

Inspirational Motivation

The Inspirational Motivation indicator has an average score of 81.44%, categorized as very good. The highest scoring statement is "I like leaders/supervisors who inspire me on how to approach problems that were initially difficult for me." This shows that Millennials prefer leaders who can inspire based on experience.

The Transformational Leadership depiction for Generation Z can be seen in **Table 3**.

Idealized Influence

Based on the accumulated responses from the questionnaire results in Table 3, it can be observed that the average value of the Idealized Influence indicator is 89.84%, which falls into the very good category. The highest statement item is "I prefer leaders/supervisors who exhibit polite behavior." Similar to Millennials, the high score on this statement indicates that Generation Z still upholds the values and norms in their work.

Individualized Consideration

For the Individualized Consideration indicator, the score achieved is 81.93%, indicating a very good category. The highest statement item is "I prefer leaders/supervisors who understand what I want and help me achieve it." The high score on this statement implies that Generation Z tends to expect assistance from their leaders/supervisors.

Intellectual Stimulation

The average score for Intellectual Stimulation in this study is 87.79%, placing it in the very good category. The highest statement item is "I prefer leaders/supervisors who are satisfied with my performance as long as it is built with a work plan." The high score for this statement means that Generation Z appreciates work that is systematically planned.

Inspirational Motivation

Inspirational Motivation has an average score of 86.93%, placing it in the very good category. The highest statement item is "I prefer leaders/supervisors who inspire me with ways to view problems that were once very difficult for me." The high score for this statement implies that Generation Z appreciates leaders/supervisors who can inspire them based on experience. Based on the processed and analyzed data, for the Transformational Leadership variable, both the Millennial and Generation Z groups have the highest score in the Idealized Influence indicator. The high score for Idealized Influence reflects alignment with the definition of Transformational Leadership, which is described as a process where leaders act as role models, encourage creativity, provide inspirational motivation, and support and guide followers to achieve shared organizational goals (Mahmood et al., 2018).

Servant Leadership

Servant Leadership has seven indicators: Emotional Healing, Creating Value for The Community, Conceptual Skills, Empowering The Employee, Helping Subordinates Grow and Succeed, Putting Subordinates First, and Behaving Ethically. Each of these indicators consists of several statements that were filled out by the respondents to assess their Servant Leadership perception. The results are shown in Table 4 below.

Table 4: Servant Leadership Overview for Millennials

Indicator	Average Score (%)	Highest Statement Item
Emotional Healing	90.83%	"I prefer leaders/supervisors who can immediately find solutions to wrong work."
Creating Value for	84.58%	"I prefer leaders/supervisor

The Community		s who prioritize my career development."
Conceptual Skills	84.17%	"I prefer leaders/supervisors who have clear and interesting goals."
Empowering The Employee	87.08%	"I prefer leaders/supervisors who have a high social spirit."
Helping Subordinates Grow and Succeed	82.92%	"I prefer leaders/supervisors who prioritize their subordinates' success."
Putting Subordinates First	88.78%	"I prefer leaders/supervisors who give me the freedom to handle difficult situations in the way I think is best."
Behaving Ethically	87.50%	"I prefer leaders/supervisors who trust me in making decisions."

Emotional Healing

The average score for this indicator is 90.83%, which is in the very good category. The highest statement item is "I prefer leaders/supervisors who can immediately find solutions to wrong work." The high score on this statement suggests that Millennials rely on their leaders/supervisors when something goes wrong.

Creating Value for the Community

The average score for this indicator is 84.58%, which is in the very good category. The highest statement item is "I prefer leaders/supervisors who prioritize my career development." The high score for this statement suggests that Millennials expect their leaders/supervisors to

prioritize their career development, making them more likely to appreciate such leaders.

Conceptual Skills

The average score for this indicator is 84.17%, which is in the very good category. The highest statement item is "I prefer leaders/supervisors who have clear and interesting goals." The high score indicates that Millennials appreciate leaders who have clear and engaging goal concepts.

Empowering The Employee

The average score for this indicator is 87.08%, which is in the very good category. The highest statement item is "I prefer leaders/supervisors who have a high social spirit." The high score suggests that Millennials like leaders who demonstrate social awareness and are not solely job-focused.

Helping Subordinates Grow and Succeed

The average score for this indicator is 82.92%, which is in the very good category. The highest statement item is "I prefer leaders/supervisors who prioritize their subordinates' success." The high score indicates that Millennials appreciate leaders who prioritize the success of their subordinates.

Putting Subordinates First

The average score for this indicator is 88.78%, which is in the very good category. The highest statement item is "I prefer leaders/supervisors who give me the freedom to handle difficult situations in the way I think is best." The high score suggests that Millennials appreciate leaders who grant them autonomy in addressing challenges, which leads them to favor such leaders.

Behaving Ethically

The average score for this indicator is 87.50%, which is in the very good category. The highest statement item is "I prefer leaders/supervisors who trust me in making decisions." The high score indicates that Millennials are ready to

make decisions and expect their leaders to trust their judgment, which increases their appreciation for such leaders.

Table 5: Overview of Servant Leadership in Generation Z

Servant Leadership (X2)

Emotional Healing

State ment	Sc al e	Sc ore	Id ea l Sc ore	%	Cate gory	Ave rag e (%)	Cate gory
1	1	1	18	49	334	352	92.47
2	0	4	19	47	315	352	90.05

Creating Value for The Community

State ment	Sc al e	Sc ore	Id ea l Sc ore	%	Cate gory	Ave rag e (%)	Cate gory
3	2	10	29	25	323	352	84.53
4	3	25	20	22	280	352	75.27

Conceptual Skills

State ment	Sc al e	Sc ore	Id ea l Sc ore	%	Cate gory	Ave rag e (%)	Cate gory
5	7	26	22	15	264	352	70.97
6	2	1	14	53	350	352	94.09

Empowering The Employee

State ment	Sc al e	Sc ore	Id ea l Sc ore	%	Cate gory	Ave rag e (%)	Cate gory
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7	1	1	22	46	342	352	91.94
8	1	0	11	58	353	352	94.89

Helping Subordinates Grow and Succeed

State ment	Sc al e	Sc ore	Id ea l Sc ore	%	Cate gory	Ave rag e (%)	Cate gory
9	10	36	11	13	249	352	66.94
10	0	6	16	48	331	352	86.98

Putting Subordinates First

State ment	Sc al e	Sc ore	Id ea l Sc ore	%	Cate gory	Ave rag e (%)	Cate gory
11	2	9	26	33	309	352	83.06
12	1	6	22	41	322	352	84.56

Behaving Ethically

State ment	Sc al e	Sc ore	Id ea l Sc ore	%	Cate gory	Ave rag e (%)	Cate gory
13	16	11	11	32	278	352	75.57

Servant Leadership (X2) Average Category (%)

83.27

Source: Processed Primary Data, 2023

Based on Table 5, the Servant Leadership variable for Generation Z has a total average score of 83.27%, which falls into the "Very Good" category. The results of each measurement indicator of the Servant

Leadership variable for Generation Z respondents are explained as follows:

1. Emotional Healing

The average score for the Emotional Healing indicator is 91.26% or "Very Good." The highest item statement is "I like a leader/supervisor who can immediately find solutions for wrong work." This high score indicates that Generation Z relies on their leader/supervisor to correct mistakes.

2. Creating Value for The Community

The average score for the Creating Value for the Community indicator is 78.40% or "Very Good." The highest item statement is "I like a leader/supervisor who prioritizes my career development." This high score indicates that Generation Z values career development, and they expect their leaders to prioritize it.

3. Conceptual Skills

The average score for Conceptual Skills is 82.53% or "Very Good." The highest item statement is "I like a leader/supervisor who has clear and attractive goals." This high score indicates that Generation Z appreciates clear and attractive goals from their leaders.

4. Empowering The Employee

The average score for Empowering the Employee is 93.41% or "Very Good." The highest item statement is "I like a leader/supervisor who has a high social spirit." This high score suggests that Generation Z values leaders who are not just work-focused but also have a strong social conscience.

5. Helping Subordinates Grow and Succeed

The average score for Helping Subordinates Grow and Succeed is 76.95% or "Very Good." The highest item statement is "I like a leader/supervisor who prioritizes the success of their subordinates." This high score indicates that when leaders prioritize the success of their subordinates, Generation Z views them positively.

6. Putting Subordinates First

The average score for Putting Subordinates

First is 84.76% or "Very Good." The highest item statement is "I like a leader/supervisor who trusts me in making decisions." This high score reflects that Generation Z wants to be trusted with decision-making and, when this trust is given, they appreciate their leaders more.

7. Behaving Ethically

The average score for Behaving Ethically is 75.57% or "Very Good." The highest item statement is "I like a leader/supervisor who trusts me in making decisions." This high score indicates that Generation Z is ready and willing to make decisions, expecting their leaders to trust their choices.

Based on the results and analysis for the Servant Leadership variable for Generation Millennials, the highest indicator is Emotional Healing, which involves leaders' commitment and skills in fostering spiritual recovery from difficulties or trauma. For Generation Z, the highest indicator is Empowering The Employee, which emphasizes leaders with a high social spirit, not just focusing on work.

Ethical Leadership

The Ethical Leadership variable consists of six indicators: People Orientation, Fairness, Power Sharing, Concern for Sustainability, Ethical Guidance, Role Clarity, and Integrity. Each of these indicators includes several statements answered by respondents to provide an overview of Ethical Leadership. This overview can be seen in Table 6 below:

Table 6: Ethical Leadership Data Processing in Generation Millennials
Ethical Leadership (X3)
People Orientation

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
1	1	0	10	1	108	120	90.0

				9			0
2	2	3	10	14	97	120	80.83

Fairness

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
3	1	2	3	24	108	120	90.00
4	1	4	6	19	101	120	83.17

Power Sharing

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
5	1	0	11	18	101	120	84.17
6	1	2	11	16	104	120	85.67

Concern for Sustainability

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
7	0	1	9	20	108	120	91.00
8	0	3	12	15	102	120	85.50

Ethical Guidance

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
9	1	4	7	18	102	120	85.00
10	1	2	9	18	104	120	86.67

Role Clarity

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
11	2	5	9	23	110	120	91.67
12	0	2	9	23	110	120	90.00

Integrity

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
13	2	3	9	13	98	120	88.17
14	2	0	10	23	107	120	88.33

Ethical Leadership (X3) Average Category (%)

85.07

Source: Processed Primary Data, 2023

Ethical Guidance

The Ethical Guidance indicator has an average score of 85.83%, which falls into the "Very Good" category. The highest-scoring statement is "I prefer leaders/supervisors who provide information about ethical rules." The high score for this statement indicates that Millennials, who highly value norms and ethics, prefer leaders/supervisors who provide information regarding ethical rules in the workplace.

Role Clarity

The average score for the Role Clarity indicator is 85.00%, which also falls into the "Very Good" category. The highest-scoring statement is "I prefer leaders/supervisors who provide instructions about performance goals." The high score for this statement suggests that instructions about performance goals are essential to Millennials, and they appreciate

when leaders/supervisors provide such guidance.

Integrity

The Integrity indicator has an average score of 89.00%, which places it in the "Very Good" category. The highest-scoring statement is "I prefer leaders/supervisors who are consistent with their words." The high score for this statement indicates that consistency in a leader's/supervisor's words is very important to Millennials, as it builds trust between employees and their leaders. The Ethical Leadership profile of Generation Z respondents is shown in the following table.

Table 7 Data Processing of Ethical Leadership in Generation Z Ethical Leadership (X3)

People Orientation	Statement	Scale	Score	Ideal Score	%	Category	Average (%)	Category
1	0	1	6	63	344	352	97.85	Very Good
2	0	6	21	43	319	352	91.13	Very Good

Fairness

Statement	Scale	Score	Ideal Score	%	Category	Average (%)	Category
3	0	0	2	68	347	352	98.66
4	2	1	12	55	316	352	93.01

Power Sharing

Statement	Scale	Score	Ideal	%	Category	Average	Category
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	e	e	l Sc or e			e (%)	
5	4	7	13	46	273	352	78.76
6	0	1	15	54	325	352	95.43

Concern for Sustainability

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
7	0	1	4	65	341	352	97.04
8	0	4	19	47	315	352	90.05

Ethical Guidance

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
9	0	2	11	57	334	352	95.16
10	0	0	9	61	333	352	94.89

Role Clarity

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
11	0	2	5	63	335	352	95.43

Integrity

State ment	Sc al e	Sc or e	Id ea l Sc or e	%	Cate gory	Ave rag e (%)	Cate gory
12	0	2	3	6	332	352	94.6

				5			2
13	0	1	3	6	337	352	95.9
				8			7

Ethical Leadership (X2) Average (%)

Average (%) Category

93.82 Very Good

Source: Processed Primary Data, 2023

Based on Table 7, the Ethical Leadership variable in Generation Z has an average score of 93.82%, which falls into the "Very Good" category. The results from each indicator for the Ethical Leadership variable among Generation Z respondents are as follows:

People Orientation

The average score for the People Orientation indicator is 94.49%, which is in the "Very Good" category. The highest-scoring statement is "I prefer leaders/supervisors who care about and always support me." The high score for this statement indicates that Generation Z values leaders/supervisors who care and provide support.

Fairness

The average score for the Fairness indicator is 95.83%, which is in the "Very Good" category. The highest-scoring statement is "I prefer leaders/supervisors who are always fair." The high score for this statement means that Generation Z values fairness, particularly in leaders who demonstrate fairness in all situations.

Power

The average score for the Power Sharing indicator is 87.10%, which falls into the "Very Good" category. The highest-scoring statement is "I prefer leaders/supervisors who always listen to their subordinates' ideas." This high score indicates that Generation Z values leaders who listen to their ideas.

Concern for Sustainability

The average score for the Concern for Sustainability indicator is 93.55%, which is in the "Very Good" category. The highest-scoring

statement is "I prefer leaders/supervisors who care about the environment around them." This high score suggests that Generation Z appreciates leaders who care not only about the job but also about the surrounding environment.

Ethical Guidance

The average score for the Ethical Guidance indicator is 95.03%, which is in the "Very Good" category. Unlike Millennials, the highest-scoring statement for Generation Z is "I prefer leaders/supervisors who prioritize ethics." This high score suggests that Generation Z values how their leaders/supervisors prioritize ethics and act according to those principles.

Role Clarity

The average score for the Role Clarity indicator is 95.43%, which falls into the "Very Good" category. The highest-scoring statement is "I prefer leaders/supervisors who provide instructions about performance goals." This high score indicates that performance goal instructions are important to Generation Z, and they appreciate when leaders/supervisors provide such guidance.

Integrity

The average score for the Integrity indicator is 95.30%, which is in the "Very Good" category. The highest-scoring statement is "I prefer leaders/supervisors who are consistent with their words." This high score indicates that consistency in a leader's/supervisor's words is very important to Generation Z, as it helps build trust between employees and their leaders.

Based on the data analysis, there is a difference in the highest-scoring indicator between Millennials and Generation Z. For Millennials, the highest score is in the Integrity indicator, highlighting the importance of leadership consistency. According to Wetik (2018), integrity requires employees to be honest, brave, wise, and responsible in fulfilling their duties, which ultimately results in better

performance. Integrity is a form of responsibility, ensuring actions align with norms, values, or principles, and is fundamental for creating a stable and ethical work environment.

For Generation Z, the highest score is in the Fairness indicator, meaning they value leaders who exhibit fairness. This is in line with research by Sundari & Utami (2022), which found that Millennials and Generation Z believe organizations must be transparent and uphold fairness and equality in all aspects of work.

Motivation

In this study, the motivation variable is measured using two indicators: Intrinsic Motivation and Extrinsic Motivation. Each of these indicators consists of several statements which were filled out by respondents to assess the overall motivation. The summary of these results is shown in Table 8 below.

Table 9: Respondents' Motivation Overview in the Millennial Generation

Motivation (Y)	Statement	Score	Score	Id	%	Category	Average %	Category
Intrinsic Motivation	Statement 1	1	2	2	5	21	103	120
	Statement 2	2	4	11	12	93	120	78.50 %
Extrinsic Motivation	Statement 3	1	2	10	17	101	120	84.80 %
	Statement 4	0	2	9	19	102	120	85.50 %

Motivation (Y)							84.16 %	Very Good
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Source: Primary Data Processing, 2023

In Table 9, the Motivation variable for the Millennial generation has an average score of 84.16%, which falls into the "Very Good" category. The measurement of the Motivation variable for Millennials can be described as follows:

Intrinsic Motivation

The average score for the Intrinsic Motivation indicator is 83.17%, which falls under the "Very Good" category. The highest-scoring statement is "I will be motivated to work if my leader/supervisor gives me the opportunity to help others and get interesting work, collaborate with many people." The high score on this statement indicates that Millennials are not only motivated by interesting work, but they also desire a work environment where they can interact with many people.

Extrinsic Motivation

For the Extrinsic Motivation indicator, the average score is 85.15%, which is in the "Very Good" category. The statements with the highest scores in the Millennial generation are "I will be motivated to work if my leader/supervisor provides a high salary, offers a comfortable work environment, and gives opportunities for creativity" and "I will be motivated to work if my leader/supervisor offers flexible working hours, gives appreciation, and provides responsibilities in line with the given rights."

The respondents' Motivation overview for Millennials can be seen in Table 9.

Table 9: Respondents' Motivation Overview in Generation Z

Motivation (Y)	Statement	Score	Score	Id	%	Category	Average %	Category
Intrinsic Motivation	Statement 1	4	8	24	57	320	352	86.02%
	Statement 2	10	16	38	29	272	352	73.12%
Extrinsic Motivation	Statement 3	4	4	12	50	322	352	86.56%
	Statement 4	3	1	10	56	325	352	87.87%
Motivation (Y)							83.14%	Very Good

Source: Primary Data Processing, 2023

In Table 9, the Motivation variable for Generation Z has an average score of 83.14%, which falls under the "Very Good" category. The measurement of the Motivation indicator can be explained as follows:

Intrinsic Motivation

The average score for the Intrinsic Motivation indicator is 79.57%, which is categorized as "Very Good." The highest-scoring statement is "I will be motivated to work if my leader/supervisor gives me the opportunity to help others, get interesting work, and collaborate with many people." This high score indicates that Generation Z is also motivated by interesting work, but they also desire an

environment where they can interact with a diverse group of people.

Extrinsic Motivation

For the Extrinsic Motivation indicator, the average score is 86.71%, which is categorized as "Very Good." The highest-scoring statement for Generation Z is "I will be motivated to work if my leader/supervisor provides flexible working hours, gives appreciation, and provides responsibilities that align with the rights given." This indicates that Generation Z prefers flexible working hours and values appreciation from their leaders.

Based on the data and analysis of the Motivation variable, the highest indicator for Millennials is Extrinsic Motivation, where each statement in this indicator has an average score that is the same. This is consistent with research by Sentika et al. (2022), which found that the main factor motivating Millennials is salary, which is an aspect of Extrinsic Motivation. Similarly, for Generation Z, the highest indicator is also Extrinsic Motivation, though Generation Z is more inclined to be motivated by flexible working hours.

Conclusion

Based on the discussion results presented, the following conclusions can be drawn:

The leadership style most suited to the Millennial generation, in order of average score, is Servant Leadership (86.55%), Ethical Leadership (86.43%), and Transformational Leadership (85.27%).

Meanwhile, the leadership style most suited to Generation Z, in order of average score, is Ethical Leadership (93.82%), Transformational Leadership (86.62%), and Servant Leadership (83.27%).

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