EXPLORING THE IMPACT OF LEADERSHIP STYLES ON FOLLOWERS' ENGAGEMENT IN CORPORATIONS: A CROSS-GENERATIONAL AND CROSS-CULTURAL PERSPECTIVE

by

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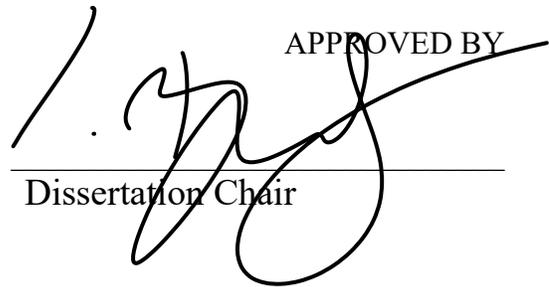
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DEDICATION

This thesis is dedicated to the individuals who have played a pivotal role in shaping my journey from a competitive athlete with an Asian Games medal in rowing to a leader in a multinational company, proudly serving as one of the world's largest international health and beauty retailers.

Throughout my life, I have been fortunate to encounter extraordinary individuals who saw my potential and entrusted me with opportunities that propelled me into new chapters, one after another. Now, as I navigate through both my professional and personal life, I am driven by a deep desire to create opportunities for those around me. I am passionate about developing leaders within my company and fostering a culture of engagement and high performance.

This thesis represents my quest to explore effective ways to create such an environment - one that encourages engagement, unlocks potential, and cultivates a culture of excellence. By sharing my findings, I hope to not only fuel my passion but also empower other leaders who share the same fervor for developing their teams and organizations.

To my mentors, colleagues, and loved ones who have been instrumental in molding me into the leader I am today, I extend my heartfelt appreciation. Your guidance, belief, and unwavering support have shaped my path and fueled my determination to make a difference.

Finally, to all the leaders out there who strive to create opportunities, inspire engagement, and foster high performance, may this thesis serve as a source of insight and inspiration on your transformative journeys.

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I would also like to extend my sincere thanks to my company, AS Watson Group, for affording me the invaluable opportunity to develop my career and for fostering an environment that empowers both personal and professional development. It is through the company's support and belief in my potential that I have been able to enhance both my scholarly pursuits and leadership progress.

Additionally, I would like to extend a special acknowledgment to Elaine Wong, Director of Shoppers Insights of AS Watson Group. She has given me invaluable input in shaping the research's direction.

Finally, I would like to express my heartfelt appreciation to my family and friends who always stand by me in good and challenging times of life. Their belief in me has been my constant source of strength and inspiration.

To all those mentioned above, and to the countless others who have supported me in various ways, I offer my deepest gratitude. I am privileged to have had such remarkable individuals by my side throughout this transformative endeavor.

ABSTRACT

Exploring the Impact of Leadership Styles on Followers' Engagement in Corporations: A Cross-Generational and Cross-Cultural Perspective

NGAI Man Lin Malina
2024

Background

As corporations strive to embrace diversity and effectively manage their multigenerational workforce, understanding the impact of leadership styles on employee engagement and job performance becomes crucial. This thesis examines the impact of leadership styles that positively influence employee engagement and job performance from the followers' perspectives, with a focus on the preferences and experiences of different generations within corporations. The study also explores the potential mediation factors of generations and national culture in the relationship.

Methods

This study employs a large-scale questionnaire survey as the primary research method. Participating companies were selected based on the criteria that they have over 700 employees and an annual revenue exceeding Euro 80 million. This ensures a diverse sample that represents organizations of significant size, generations, and financial standing. The 531 sample consists of employees from 25 companies across 18 markets in Asia and Europe.

Results

The research findings provide compelling evidence regarding the significant influence of leadership styles on employee engagement. Specifically, supervisors who exhibit transformational and democratic leadership styles have a positive impact on employee engagement. On the other hand, employees working under laissez-faire leaders tend to report good performance but lower job satisfaction.

The study identifies transformational and democratic leadership styles as the most desired leadership styles for enabling optimal employee performance. It is worth noting that a majority of respondents perceived their leaders as demonstrating a combination of two leadership styles rather than a single style. Furthermore, the study identifies "clear direction," "people-oriented behavior," and "recognition of achievements" as the top desired leadership behaviors among respondents.

Interestingly, the study did not find significant differences in the effects of leadership styles on employee engagement and job performance across different generations. However, "being approachable" emerged as a desired behavior specifically for Generation Z respondents.

Moreover, the research highlights the value placed by a high percentage of respondents on working in teams with diverse age groups. However, it is important to note that a smaller proportion of Generation Z respondents reported enjoying such diversity.

Regarding the cultural context, no significant differences were detected in the effects of leadership styles on employee engagement and job performance between Asia and Europe. However, it is noteworthy that the democratic leadership style has a more positive influence on engagement in Europe, whereas in Asia, it has a more positive influence on job performance.

Conclusion
These findings highlight the importance of considering cultural differences and perceptions of performance when examining the impact of leadership styles. Further research is needed to explore the complex interplay between leadership styles, multigenerational diversity, and national culture in different organizational contexts. Understanding these dynamics can help organizations tailor their leadership approaches to maximize employee engagement and job performance across diverse cultural backgrounds.

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CHAPTER I:

INTRODUCTION

1.1 Introduction

In today's rapidly evolving global business landscape, corporations are faced with the challenge of effectively managing and leveraging the multigenerational workforce to foster a high-performance culture. The convergence of multiple generations, each with their unique values, experiences, and expectations, has created a rich diversity within the workforce. Leaders play a pivotal role in harnessing this diversity and transforming it into a competitive advantage.

Leadership is a fundamental aspect of any organization, influencing its success, growth, and overall performance. Over the years, researchers have identified various leadership styles that leaders employ to guide and motivate their teams. These styles play a crucial role in shaping the organizational culture, fostering employee engagement, and achieving desired outcomes. In this research, we will delve into the <u>concept of leadership styles</u>, focusing on five common styles: transformational, transactional, autocratic, democratic, and laissez-faire. Furthermore, we will explore how the effectiveness of these styles could be affected by different situations, specifically in cross-generational settings, and cross-cultural contexts.

<u>Employee engagement</u>, in this context, refers to the emotional commitment and active involvement of employees in their work and the organization. It is a critical factor in driving productivity, fostering a positive work environment, and achieving organizational goals. Engaged employees are emotionally connected to others and actively attentive to the team's direction (Harter et al., 2002). Engagement arises when employees have a clear understanding of expectations, possess the necessary resources to fulfill their responsibilities, actively participate in growth and feedback opportunities, and perceive their contributions as significant to the organization.

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An environment that promotes employee engagement, collaboration, and teamwork enables a <u>high-performance culture</u> (Collins, 2001; Katzenbach and Smith, 1993). The creation of a high-performance culture is a strategic imperative for organizations seeking to gain a competitive edge in the marketplace. A high-performance culture is characterized by a clear vision and goals that guide decision-making and inspire employees (Collins and Porras, 1996). It has a strong performance orientation, focusing on achieving and exceeding goals for long-term success (Kotter, 2008). Accountability and ownership are emphasized, fostering a sense of collective identity and responsibility to drive performance (Gino and Pisano, 2011).

<u>Cross-generational</u> consideration is important in today's competitive business environment: Today's workforce is increasingly diverse, comprising multiple generations, each with unique values, expectations, and work preferences. Each generation brings distinct perspectives, work preferences, and skill sets to the workplace. For example, younger generations often appreciate collaborative and participatory leadership styles, while older generations may respond positively to authoritative or transactional approaches. By understanding, and flexibly adapting leadership styles to diverse generational needs, leaders can foster inclusivity, enhance engagement, and maximize performance. Effective leaders recognize the significance of tailoring their leadership styles to accommodate these generational differences, and developing skills to bridge generational gaps, mitigate intergenerational conflicts, and foster collaboration and synergy among diverse teams becomes critical to making a difference between a good company and a great company.

When it comes to <u>cultural considerations</u>, the effectiveness of leadership styles can be interpreted differently in different national cultures due to cultural variations and societal expectations.

Hofstede (1991) in the book, titled "Cultures and Organizations: Software of the Mind", explores the cultural differences between societies and their impact on organizations. It presents a framework called "Hofstede's Cultural Dimensions," which identifies and measures cultural values such as collectivism-individualism, power distance, uncertainty avoidance, and masculinity-femininity.

For example, for collectivism-individualism, Asian cultures tend to be more collectivist, emphasizing group harmony, loyalty, and interdependence. In this context, leadership styles that prioritize the well-being of the group and foster strong interpersonal relationships, such as transformational or relationship-oriented styles, may be more effective. In Europe, individualism is more prevalent, with a focus on personal autonomy and achievement. As a result, leadership styles that emphasize personal initiative and individual goals, such as laissez-faire or transactional styles, maybe more valued.

When it comes to power distance, Asia generally tends to have a higher power distance compared to Europe. In Asian cultures, there is a greater acceptance and expectation of hierarchical relationships and respect for authority. As a result, leadership styles that emphasize authority and top-down decision-making, such as autocratic or paternalistic styles, maybe more accepted and perceived as effective in Asia. In contrast, European cultures often have lower power distance, valuing more egalitarian and participatory leadership styles.

Overall, these studies contribute to the understanding of how culture shapes leadership styles, preferences, and perceptions across different countries and societies. Being more aware of the dynamics of the cultural dimensions that influence leadership behaviors helps organizations navigate the complexities of leading in diverse cultural contexts.

This research study aims to build upon existing studies on leadership styles and their impact on employee engagement. Specifically, the study focuses on identifying the

leadership styles that positively influence engagement and performance <u>from the</u> <u>follower's perspective, that is, from the employee's perspective on their immediate</u> <u>supervisor</u>. The research also explores two additional dimensions, including variations <u>across different generations and cultural contexts</u>, specifically in Asia and Europe, as illustrated in Figure 1.1.

Figure 1.1 Research Model: Exploring the Impact of Leadership Styles on Employee Engagement in Corporations: A Cross-Generational and Cross-Cultural Perspective

Leadership Styles:
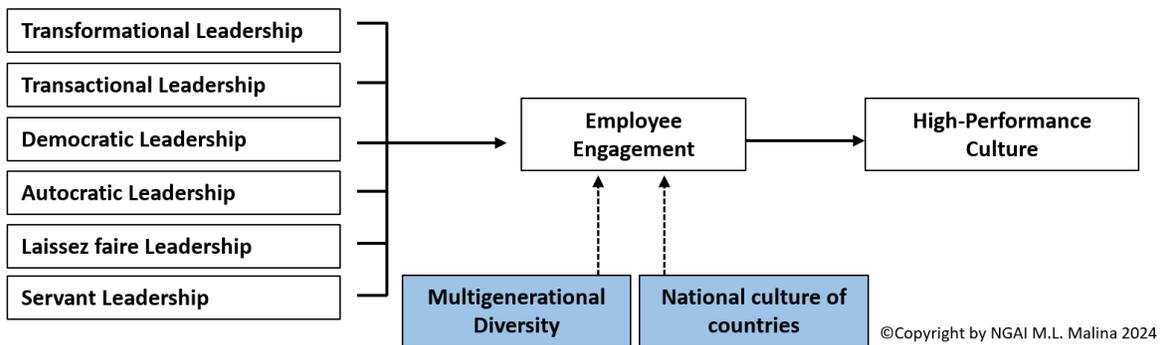
The findings from this study can inform leadership development programs and human resource management practices, enabling organizations to better understand how to effectively manage and leverage multigenerational diversity to create a high-performance culture. This research seeks to provide valuable insights that can enhance organizational performance and competitiveness in the dynamic and diverse business environment of the new world.

1.2 Research Problem

The existing literature acknowledges the significant impact of leadership styles on employee engagement and organizational performance. Most research in this area has predominantly focused on the leaders' perspective, underplaying the importance of understanding the followers' viewpoint. Additionally, there is a need to further explore the influence of two dimensions, namely multigenerational diversity and the national culture of countries, on the relationship between leadership styles and employee

engagement and performance. This study takes into account the potential variations across different generations and between the cultural contexts of Asia and Europe. By examining these additional factors, this study aims to address the knowledge gap and provide a deeper understanding of the complex dynamics that shape employee engagement in diverse organizational contexts.

1.3 Purpose of Research

The purpose of this research is to investigate the relationship between leadership styles, employee engagement, and high-performance organizational culture from the followers' perspective. Additionally, the study aims to expand upon existing research on the topic by exploring how different leadership styles impact employee engagement across different generations and cultural contexts. By doing so, this research seeks to enhance our understanding of the factors that contribute to employee engagement, high-performance organizational culture, and ultimately driving organizational success.

1.4 Significance of the Study

This research holds significant implications for both theory and practice, providing a framework for leaders to take into consideration generation and cultural factors. The findings of this study will contribute to the existing body of knowledge on leadership styles, employee engagement, and organizational performance by incorporating cross-generational and cross-cultural perspectives. By examining how these factors interplay with leadership styles, the study will provide valuable insights into the nuances and complexities of employee engagement within diverse work environments.

Practically, the research findings will offer guidance to leaders and organizations to develop leadership skills that can effectively manage and engage a diverse workforce. Understanding the specific leadership styles that foster high levels of engagement among employees from different generations and cultural backgrounds can help to enhance leadership development programs and strategies. This can lead to the creation of more

inclusive and supportive work environments that enhance employee satisfaction, productivity, and overall organizational performance. By considering generation and cultural factors, leaders will be equipped with a comprehensive approach to address the unique needs and preferences of their employees, ultimately driving success and promoting a harmonious work environment.

Furthermore, as organizations increasingly operate in global and multicultural contexts, the study's exploration of the influence of national culture on the leadership-engagement relationship will provide practical insights for organizations expanding their operations across borders. By understanding how leadership styles may need to be tailored to specific cultural contexts, <u>organizations can better navigate the challenges and leverage the opportunities presented by cultural diversity</u>.

Overall, this research aims to make a valuable contribution to both academic literature and organizational practices by deepening our understanding of the complex interplay between leadership styles, employee engagement, and organizational performance in diverse contexts.

1.5 Research Purpose and Questions

The purpose of this research is to explore the impact of leadership styles on the follower's perspective, specifically focusing on their engagement and job performance. By shifting the focus to the followers, this study seeks to understand the leadership behaviors that positively influence employee engagement and job performance. Furthermore, the research seeks to explore potential differences in the effects of leadership styles on employee engagement and job performance across different generations and between the cultural contexts of Asia and Europe.

The research questions to be addressed in this study are:
Research Question 1:

- What leadership styles, from the followers' perspective, positively influence their engagement and job performance?

Research Question 2:

- Are there significant differences in the effects of leadership styles on engagement and job performance among different generations of employees?

Research Question 3:

- How do the effects of leadership styles on engagement and job performance vary between the cultural contexts of Asia and Europe?

By addressing these research questions, this study aims to contribute to the existing literature by providing insights into leadership behaviors from the followers' perspective that foster employee engagement and job performance, which ultimately can create a high-performance organizational culture. Additionally, by considering the potential variations across different generations and cultural contexts, the research will offer valuable knowledge for organizations aiming to develop tailored leadership strategies that effectively engage and motivate employees in diverse settings.

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CHAPTER II:

REVIEW OF LITERATURE

In today's rapidly evolving global business landscape, organizations face the critical challenge of effectively managing and leveraging the multigenerational workforce to cultivate a high-performance culture. With the convergence of multiple generations, each bringing unique values, experiences, and expectations, the workforce has become increasingly diverse. Leaders play a pivotal role in harnessing this diversity and transforming it into a competitive advantage.

This literature review explores theoretical framework, models and concepts relating to leadership styles and considers the interplay between multigenerational dynamics, national culture, and their significance in organizational performance.

By examining the relationship between leadership style, multigenerational diversity, and high-performance culture, there are three key reasons for the significance of the proposed study:

- **Relevance:** Managing multigenerational diversity is an increasingly important challenge in today's globalized workforce as the values, skills, and motivations of different generations differ significantly. Understanding how leadership styles can influence the leveraging of generational diversity is highly relevant to contemporary organizational contexts.

- **Practical Implications:** Leadership plays a critical role in shaping organizational culture and performance. By examining how leadership styles can effectively manage and leverage multigenerational diversity, the findings of the research can have practical implications for leaders and managers in corporations. The research seeks to

contribute to the development of strategies and practices that enhance employee engagement, collaboration, and productivity across generational boundaries.

- **Originality:** The literature review has shown that while the topics of leadership and organizational performance, and leadership and employee engagement have been explored to some extent, focusing specifically on multigenerational diversity and its impact on organizational culture and performance adds a unique perspective. By delving into this area, the research aims to contribute new insights and knowledge to the field.

Employee Engagement is Crucial to a High-performance Culture

Strong employee engagement is often considered a crucial component of a high-performance culture. Literature in the field of organizational behavior and human resource management supports the idea that employee engagement plays a significant role in driving organizational performance.

The study of Harter et al. (2002) demonstrates a positive relationship between employee satisfaction (a component of engagement) and business outcomes, suggesting that engaged employees contribute to improved organizational performance. Saks (2006) examines the antecedents and outcomes of employee engagement, highlighting that engaged employees are more likely to exhibit positive attitudes, higher job performance, and contribute to organizational success. Macey and Schneider (2008) discuss how engaged employees are more likely to demonstrate discretionary effort, be committed to their work, and contribute to overall organizational success. Albrecht et al. (2015) present an integrated approach linking employee engagement, human resource management practices, and competitive advantage. It highlights that high-performance organizations focus on creating a culture that fosters employee engagement as a means to achieve a sustainable competitive advantage.

These references provide empirical evidence and theoretical insights into the relationship between employee engagement and organizational performance. Corporations with leaders who can create strong employee engagement are more likely to build a high-performance culture, as engaged employees are more likely to go above and beyond their basic job requirements, demonstrate higher levels of commitment, and contribute to the organization's overall success.

2.1 Theoretical Framework

The study seeks to examine the impact of leadership styles on the follower's perspective, specifically focusing on their engagement and job performance. In addition to understanding the leadership behaviors that positively influence employee engagement and job performance, the study seeks to explore potential differences in the effects of leadership styles on employee engagement and job performance across different generations and between the different cultural contexts of Asia and Europe.

Leadership style theories:

The study draws on a few prominent leadership style theories including:

- Transformational leadership theory emphasizes the leader's ability to inspire and motivate followers to exceed their self-interests and achieve exceptional performance. Transformational leaders create a vision, articulate it clearly, and engage their followers in pursuing that vision. They inspire followers by providing intellectual stimulation, individualized consideration, and idealized influence. Transformational leaders often exhibit charisma and are capable of influencing organizational culture and change.

- Situational leadership theory suggests that effective leadership depends on the leader's ability to adapt their leadership style based on the readiness and development level of their followers. This theory proposes that a leader should adopt different leadership styles ranging from directing, coaching, supporting, and delegating, based on the follower's competence and commitment to a task or goal.

The leader's task is to diagnose the follower's development level and apply the appropriate leadership style to maximize performance.

- Democratic leadership theory, also known as participative leadership theory, is a leadership style that emphasizes the involvement of subordinates in decision-making processes. It is based on the belief that involving team members in the decision-making process can lead to better outcomes, increased job satisfaction, and higher levels of commitment and productivity.

Leadership theories relating to culture:

This study also draws on leadership theories relating to cultures, including:

- Implicit leadership theory (ILT) is the cognitive framework that people use to make sense of leadership and guide their perceptions and expectations of leaders. ILTs refer to the beliefs, assumptions, and mental models individuals hold about leadership. This theory explains that leadership style is developed implicitly, meaning they are often unconscious and develop through personal experiences, socialization, and cultural influences. ILT can vary across individuals and cultures, shaping how leaders are evaluated and selected.

- The Global Leadership and Organizational Behavior Effectiveness (GLOBE) study is a large-scale research project that investigated the influence of cultural values on leadership effectiveness in various countries. The study identified nine cultural dimensions that impact leadership, including power distance, uncertainty avoidance, collectivism, and gender egalitarianism. The GLOBE study develops a comprehensive understanding of how leadership differs across cultures and provides insights into culturally endorsed leadership theories.

2.2 Transformational Leadership Theory

The transformational leadership theory is a leadership approach that emphasizes the leader's ability to inspire and motivate followers to achieve higher levels of performance

and exceed their self-interests. This theory was first introduced by Downton (1973) and further developed by Burns (1978) and Bass and Riggio (2010).

Transformational leaders are characterized by their ability to create a vision, articulate it clearly, and inspire their followers to work towards achieving that vision. They go beyond transactional exchanges where leaders provide rewards or punishments in exchange for compliance. Instead, leaders aim to transform and motivate their followers to reach their full potential.

There are four key components or behaviors associated with transformational leadership:

- Inspirational Motivation: Transformational leaders inspire and motivate their followers by providing a compelling vision and a sense of purpose. They communicate high expectations and create enthusiasm and optimism about the future.

- Intellectual Stimulation: Transformational leaders stimulate their followers' creativity and critical thinking. They encourage them to question assumptions, think independently, and explore new ideas. This behavior promotes innovation and helps followers develop their problem-solving skills.

- Individualized Consideration: Transformational leaders show genuine concern and care for the individual needs, strengths, and developmental aspirations of their followers. They provide support, mentorship, and personalized attention to help each follower grow and reach their potential.

- Idealized Influence: Transformational leaders serve as role models for their followers. They display high ethical standards, integrity, and consistency between

their words and actions. By embodying the values they espouse, they earn the
trust and respect of their followers.

These four components work together to create a transformative effect on followers,
leading to higher levels of engagement, commitment, and performance. Transformational
leadership has been associated with numerous positive outcomes, such as increased
follower satisfaction, engagement, and commitment. It can lead to higher levels of
organizational performance, innovation, and employee well-being. Followers of
transformational leaders often feel inspired and empowered, leading to personal growth
and a sense of fulfillment.

Many contemporary leadership studies (Cowlrick, 2020; Valenti, 2019; Varela 2021)
recognize that effective leaders are often versatile and able to adapt their leadership style
based on the situation and the needs of their followers.

However, it is important to note that leadership preferences can vary depending on the
context, organizational culture, and individual characteristics. Different individuals and
groups may have different preferences for leadership styles based on their values,
expectations, and situational factors. Some research suggests that younger generations
tend to have a preference for leaders who exhibit transformational and democratic
leadership behaviors, emphasizing collaboration and inclusivity.

While transformational leadership is often viewed positively, it is essential to consider
the specific context and the needs of the individuals and teams involved. Different
leadership styles may be more effective in certain situations or for specific outcomes. It is
also worth noting that leadership effectiveness is a complex and multifaceted concept,
and there is ongoing research to explore the nuances and interactions between different
leadership styles and their impact on various outcomes.

2.3 Democratic Leadership Theory

Democratic leadership theory, also known as participative leadership theory, is a leadership style that emphasizes the involvement of subordinates in decision-making processes (Hendriks and Karsten, 2014; Wang, et al, 2022). It is based on the belief that involving team members in the decision-making process can lead to better outcomes, increased job satisfaction, and higher levels of commitment and productivity.

In a democratic leadership style, leaders encourage and value the input and opinions of their team members. They actively seek their ideas, suggestions, and feedback before making decisions that affect the group or organization. This involvement can take various forms, such as group discussions, brainstorming sessions, voting, or consensus-building.

The democratic leadership theory assumes that individuals within a group or organization have valuable insights and expertise to contribute. It recognizes that decision-making is not the sole responsibility of the leader but should be a collaborative effort. By involving team members in the decision-making process, leaders can tap into the collective knowledge and experience of the group, leading to more informed and effective decisions.

Moreover, democratic leadership promotes a sense of ownership and empowerment among team members. When individuals have a say in decisions that affect them, they are more likely to feel motivated, engaged, and committed to the goals of the organization. This can result in increased job satisfaction, higher levels of creativity, and a stronger sense of camaraderie within the team.

However, it is important to note that democratic leadership does not mean that leaders abdicate their responsibilities or relinquish their authority. While team members have a voice in the decision-making process, leaders still retain the final decision-making power and are responsible for guiding and coordinating the group's efforts.

In principle, the democratic leadership framework comprises of these elements:

- Shared Decision-Making: Democratic leaders actively seek the input and opinions of their team members when making decisions. They encourage open communication, discussion, and collaboration to gather diverse perspectives. This approach ensures that decisions are not made unilaterally by the leader but are influenced by the collective wisdom and expertise of the team.

- Inclusivity and Participation: Democratic leadership promotes inclusivity by involving all relevant stakeholders in the decision-making process, regardless of their hierarchical position. It values the contributions and ideas of employees at all levels of the organization and fosters a sense of ownership and empowerment among team members.

- Information Sharing: Democratic leaders ensure that relevant information is shared transparently with team members. They provide the necessary context, data, and resources to enable informed decision-making. This open sharing of information helps build trust and credibility within the team.

- Consensus-Building: While democratic leaders value the input of their team members, they also recognize the importance of reaching consensus. They facilitate discussions, encourage compromise, and work towards finding common ground. The aim is to ensure that decisions are made collectively and that everyone's perspectives are considered.

- Development of Team Members: Democratic leadership emphasizes the growth and development of team members. By involving them in decision-making, leaders provide opportunities for skill-building and learning. This approach can

enhance employee engagement, job satisfaction, and overall professional development.

- Accountability and Responsibility: While democratic leadership encourages participation, it does not imply a lack of accountability. Leaders still retain ultimate responsibility for the decisions made. They establish clear roles, expectations, and deadlines to ensure that the team operates efficiently and effectively.

- Adaptability: Democratic leadership recognizes that different situations may require different leadership styles. While involving team members in decision-making is a central aspect, leaders must be flexible and adapt their approach based on the circumstances, time constraints, and the expertise of the team members involved.

Democratic leadership theory has been associated with several positive outcomes, including increased employee satisfaction, motivation, and commitment. It can also lead to higher levels of creativity, innovation, and problem-solving, as it harnesses the collective intelligence and experience of the team.

It is worth noting that democratic leadership is not without its challenges. The decision-making process may take longer, and reaching a consensus may be difficult in certain situations. Additionally, not all decisions can or should be made democratically, especially in cases requiring swift action or when there is a power imbalance within the team.

Overall, democratic leadership theory emphasizes collaboration, inclusivity, and shared decision-making. It recognizes the value of involving team members in the decision-

making process and aims to create a positive work environment that promotes engagement and productivity.

<u>2.4 Situational Leadership Theory</u>

Situational leadership theory, developed by Paul Hersey and Ken Blanchard in 1969, also known as the Hersey-Blanchard Model, is a leadership model that suggests the most effective leadership style depends on the readiness or development level of the followers. According to this theory, leaders should adapt their leadership style to match the needs of their followers in a given situation.

Situational leadership theory proposes four leadership styles and suggests that leaders should adjust their behaviors based on the readiness level of their followers:

- Directing: In this style, leaders provide specific instructions and closely supervise their followers. It is suitable for followers who have low competence and low commitment. The leader takes a more directive role in decision-making and task assignments.

- Coaching: This style involves providing both instruction and support. Leaders using this style focus on developing the skills and confidence of their followers. It is appropriate for followers who have low competence but high commitment. The leader provides guidance and feedback to help the followers improve their performance.

- Supporting: Leaders using this style provide support and encouragement to their followers. They delegate tasks and involve followers in decision-making. This style is suitable for followers who have moderate to high competence but may lack confidence or motivation. The leader offers assistance, listens to concerns, and facilitates the followers' growth.

- Delegating: In this style, leaders provide minimal direction and support. They trust their followers to take responsibility for their tasks and make decisions. This style is suitable for followers who have high competence and high commitment. The leader gives followers autonomy and freedom to accomplish their tasks.

The effectiveness of the situational leadership theory depends on the readiness or development level of the followers and the demands of the situation at hand. This theory emphasizes the need for leaders to adapt their leadership style based on the specific circumstances and the capabilities of their followers, including.

- Readiness Level: Situational leadership theory proposes that the readiness level of followers is a critical factor in determining the appropriate leadership style. Readiness refers to the followers' ability and willingness to perform a specific task or achieve a particular goal.

- Flexibility and Adaptability: Situational leadership theory emphasizes that effective leaders must be flexible and adjust their leadership style based on the readiness level of their followers. Leaders should assess the competence and commitment of their followers in a particular situation and choose the appropriate leadership style accordingly.

- Task and Relationship Orientation: Situational leadership theory recognizes that leaders need to balance their focus on task accomplishment and building relationships with their followers. The appropriate balance may vary depending on the situation and the readiness level of the followers.

- Development and Growth: The theory emphasizes that the ultimate goal of leadership is to develop and grow followers. By adapting their leadership style to

meet the needs of their followers, leaders can facilitate their development and help them progress to higher levels of readiness.

- Situational Factors: Situational leadership theory acknowledges that the demands of the situation can influence the effectiveness of leadership styles. Factors such as the complexity of the task, time constraints, and the level of authority available may impact the choice of leadership style.

- Continuum of Leadership Styles: Situational leadership theory presents leadership styles as a continuum, suggesting that leaders can move along the continuum based on the changing needs of their followers and the situation.

By adopting a situational leadership approach, leaders can tailor their behaviors to match the capabilities and motivations of their followers. This flexibility can enhance communication, engagement, and performance within the team or organization.

It is important to note that situational leadership theory is not a one-size-fits-all approach, and leaders must assess and adapt their style accordingly. The theory provides a framework for leaders to consider the varying needs and readiness levels of their followers and make informed decisions about the most appropriate leadership approach in a given situation.

The situational leadership theory emphasizes the importance of leaders' ability to diagnose the readiness level of their followers and adapt their leadership style accordingly. Readiness refers to the followers' ability and willingness to perform a specific task or achieve a specific goal.

Effective leaders must assess the competence and commitment of their followers in a particular situation and choose the appropriate leadership style to maximize performance

and development. The goal is to provide the right amount of direction, support, and autonomy based on the followers' readiness level.

It is worth noting that situational leadership theory recognizes that the readiness level of followers can change over time or in different situations. Therefore, leaders must be flexible and willing to adjust their approach accordingly to meet the evolving needs of their followers.

2.5 Emerging Concepts of Leadership Style

The concept of multi-style leadership, which refers to the use of multiple leadership styles by a leader depending on the situation and the needs of the followers, is gaining attention in the field of leadership studies.

Leadership is by far the most influential component to organizational performance and resilience. Theoretical examinations of successful world-renowned leaders have revealed leadership style as an indicator of organizational success (Adeyemi-Bello, 2001) as it relates to follower influence. The most influential approach will include the use of multiple leadership styles.

Studies (Harper, 2012; Hede, 2001) have examined the effectiveness of using multiple leadership styles compared to a single leadership style. The studies suggest that leaders who demonstrate flexibility and adaptability in their leadership approach by using different styles in different situations tend to achieve better outcomes. This adaptive approach allows leaders to tailor their behaviors to the specific needs and demands of the situation and the followers.

In the academic field, other various leadership styles can be observed. Sosik & Dionne (2011), Northouse (2018), Yukl (2013) Avolio & Bass (1991), discuss and provide an overview of how various leadership styles determine how individuals in leadership

positions interact with and guide their teams or organizations. Besides transformational, democratic and situational leadership as discussed above, there are also

a. **Autocratic Leadership**: This leadership style involves a leader who exercises a high level of control and makes decisions without much input from the team. The leader typically sets clear expectations, gives specific instructions, and closely monitors the work.

b. **Transactional Leadership**: This leadership style focuses on the exchange of rewards and punishments to motivate followers. They establish clear expectations, set goals, and provide rewards or consequences based on performance. Transactional leaders emphasize structure, efficiency, and adherence to established procedures.

c. **Laissez-faire Leadership**: This leadership style is characterized by a hands-off approach, where leaders provide minimal guidance or supervision. They delegate authority and responsibility to team members, allowing them to make decisions and take ownership of their work.

d. **Servant Leadership:** This leadership style centers around putting the needs of others first and empowering team members to reach their full potential. Servant leaders prioritize the well-being and development of their team, foster a supportive environment, and actively help team members succeed.

While these leadership styles have been extensively studied, new leadership styles and approaches continue to emerge.

In current research studies, transformational leadership is often considered one of the most preferred leadership styles. Transformational leaders inspire and motivate their

followers by creating a compelling vision, fostering personal growth and development, and exhibiting charismatic and inspirational behaviors. Numerous studies have shown that transformational leadership is associated with positive outcomes, such as higher employee satisfaction, engagement, and performance.

However, leadership preferences can vary depending on the context, organizational culture, and individual characteristics. Different individuals and groups may have different preferences for leadership styles based on their values, expectations, and situational factors. For example, some research suggests that younger generations tend to have a preference for leaders who exhibit transformational and democratic leadership behaviors, emphasizing collaboration and inclusivity.

While transformational leadership is often viewed positively, it is essential to consider the specific context and the needs of the individuals and teams involved. Different leadership styles may be more effective in certain situations or for specific outcomes. It is also worth noting that leadership effectiveness is a complex and multifaceted concept, and there is ongoing research to explore the nuances and interactions between different leadership styles and their impact on various outcomes.

2.6 Leadership Style to Address Generational Diversity
Definitions of Generations

An intergenerational workforce is a form of diversity at the workplace based on generation cohorts and it has the advantage because it allows an organization or workplace setting to have different skills, views, and other capabilities based on age cohorts of employees. The Strauss-Howe Generational Theory is widely referenced for defining generations (van Twist & Newcombe, 2021). According to their model, the generations are defined as follows:

- Baby Boomers: Born between 1946 and 1964
- Generation X: Born between 1965 and 1984

- Generation Y (Millennials): Born between 1985 and 2004
- Generation Z: Born between 2005 to present

Multigenerational Behaviors

Ashraf (2018), in a paper titled Multigenerational Employees: Strategies for Effective Management, investigates and identifies the personal behaviors and perspectives of different generations with age profiles from 18 to 80, including family commitments, problems, and showing the daily routine and view of work values.

Lipman (2017) examined differences between employees of different generations through telephone interviews with chief financial officers (CFO) of companies and found that 30% of managers have differences in communication skills, 26% differed in adaptation to change, 23% had differences in technical skills, 14% reported differences between managers in interoperability, and finally 7% of managers reported no differences.

Interest in generational research has garnered a lot of attention as the workplace is increasingly seeing multiple generations working side-by-side. However, it is unclear how multiple generations of workers interact with each other and affect the workplace. Although there is extant literature on generational differences, some scholars argue that the effect sizes are small, and the differences are not meaningful. Ng & Parry (2016) identify the issues arising from generational differences that are relevant to human resource management practices, including new workforce entrants, aging workers, the changing nature of work and organizations, and leadership development. The study concluded with several directions for future research on modernizing workplace policies and practices to ensure sustainable organizational models.

Many studies are unable to find the predicted differences in work values, and those that do often fail to distinguish between 'generation' and 'age' as possible drivers of such observed differences. According to Parry & Urwin (2011), it may not matter to

practitioners whether differences in the values of different birth cohorts reflect true generational effects. However, at present, this is not the case, and therefore significant research is required first to disentangle cohort and generational effects from those caused by age or period. The suggestion that different groups of employees have different values and preferences, based on both age and other factors such as gender, remains a useful idea for managers; but a convincing case for consideration of generation as an additional distinguishing factor has yet to be made.

Managing Multigeneration in the Organization

According to Sarraf (2019), he described that to ensure performance and growth depends on the design and implementation of successful human resource development practices. That is, it's critical to identify and understand the issues related to generation differences and the impact on performance variables to improve employees' capabilities. He went on to conclude that it has become an important factor in understanding the differences and similarities of generations to exploit their diversity, creativity, and energy.

According to Miranda and Allen (2017) in their qualitative study, results showed that modification of leadership methods and consistent practice of relational soft skills are critical in the ability to lead multiple generations in modern work environments.

In the context of generation diversity, transformational leadership becomes particularly relevant because each generation, such as Baby Boomers, Generation X, Millennials, and Generation Z, tends to have unique values, expectations, and work styles shaped by their life experiences and socio-cultural influences. Transformational leaders recognize these differences and adapt their leadership approach to effectively engage and motivate individuals from different generational backgrounds.

Here are a few ways in which transformational leadership can be applied to address generational diversity:

- Individualized Consideration: Transformational leaders provide individualized support and attention to each follower, taking into account their unique needs and aspirations. This approach acknowledges the diverse perspectives and motivations of individuals from different generations and helps build stronger relationships between leaders and followers.

- Intellectual Stimulation: Transformational leaders encourage creativity, critical thinking, and innovation among their followers. By fostering an inclusive and collaborative environment, leaders can leverage the diverse experiences and knowledge of individuals from different generations to drive organizational growth and adaptability.

- Inspirational Motivation: Transformational leaders inspire and motivate their followers by creating a compelling vision and articulating shared goals. They adapt their communication strategies to resonate with the values and aspirations of different generations, ensuring that each individual feels motivated and connected to the organization's purpose.

- Role Modeling: Transformational leaders lead by example, embodying the values and behaviors they expect from their followers. By demonstrating respect, openness, and inclusivity, leaders can bridge the generation gap and foster a culture of mutual understanding and appreciation.

- Continuous Learning: Transformational leaders promote a culture of continuous learning and development. They encourage cross-generational mentoring and knowledge sharing, allowing individuals from different generations to learn from each other and bridge the generation gap.

Transformational leaders have the skills to navigate generational diversity by recognizing and leveraging the unique strengths and perspectives of individuals from different generational backgrounds. By adopting a flexible and inclusive leadership approach, leaders can effectively engage and motivate a diverse workforce, leading to increased collaboration, innovation, and organizational success.

Impact of Leadership Style on Multigeneration Team Success

While some literature on the differences between the generations and how they pertain to the organizational work environment exists, currently, it is unclear what is known about how these differences impact the performance of multigenerational teams (Burton et al., 2019). Leaders of organizations must possess the necessary skills and abilities to navigate the intrinsic relationships in a diverse workforce (Stubblefield, 2023). The research found that leadership style and behavior do impact the success and relationship dynamic of a multigenerational work team, but it is not the only factor. Other factors could include generational perceptions, biases, miscommunications, and lack of trust.

Abrudan (2021) also confirmed in his study that leadership style has a big influence on organizational performance, but also emphasized the importance of discovering leadership styles that are being understood by every generation as the way leaders see the generational differences and the approach in which every generation are looking up to their leaders. Due to the differences, various generational cohorts require specific leadership styles to support full engagement, requiring leaders to understand how to manage a multigenerational workforce in a way that engages each individual and increases engagement (Becton et al., 2014)

Meanwhile, Popli & Rizvi (2016) highlight in their study the importance and significant role of employee engagement and the role leadership styles play in developing a culture of engagement. Appropriate leadership styles and human resource (HR) practices that drive engagement need to be fostered in organizations to drive performance.

While some literature on the differences between the generations and how they pertain to the organizational work environment exists, currently, it is unclear what is known about how these differences impact the performance of multigenerational teams (Burton et al., 2019). Leaders of organizations must possess the necessary skills and abilities to navigate the intrinsic relationships in a diverse workforce (Stubblefield, 2023). The research found that leadership style and behavior do impact the success and relationship dynamic of a multigenerational work team, but it is not the only factor. Other factors could include generational perceptions, biases, miscommunications, and lack of trust.

The Changing Nature of Multi-generational Workforce

The study of generational differences and the impact of generational conflict on the workplace is a topic of concern for many corporations.

Careers are said to have become boundaryless both in terms of theory and practice across organizations or professions (Littleton et al, 2000). This leads to an understanding that careers are always in constant transformation (Reis and Baruch, 2015). An implication of boundaryless careers is the probable impact on career goals due to changes in the demographic composition of the workforce among generation cohorts (Lyons *et al.*, 2015). The co-existence of generation cohorts in the workforce further implies that generation is needed as a point of research perspective in addition to being merely a demographic variable.

The major trend in the literature is comprised of studies into the supervision of a multigenerational workforce or the supervision of specific generations. Many of these studies focus almost exclusively on the supervision of Generation Xers and Millennials by Baby Boomers in a workforce comprised of members from four distinct generational cohorts.

A review of leadership literature indicates that leadership theory has focused primarily on the leader, often employing surveys of current organizational supervisor-subordinate work relationships and self-analysis to identify leadership styles being used and/or preferred (Avolio & Yammarino, 2013; Bass & Bass, 2009; House et al, 1997; Sessa et al, 2007). Results have been mixed regarding preferred leadership styles (Burke et al, 2006; Jago, 1982; Judge & Piccolo, 2004). Desired leadership varies greatly between different taxonomies being studied (Bass & Bass, 2008; Judge & Piccolo, 2004; Yukl, 2012)

Biggs et al. (2011) examine an emerging model of intergenerational relationships and generational intelligence. It refers to leaders' generational consciousness, their understanding and knowledge of the characteristics, values, communication styles, and work preferences of different generations. Leaders who possess generational intelligence can tailor their leadership approaches to accommodate the unique needs and motivations of employees from different generations, thereby enhancing team dynamics and organizational performance.

There is also an emerging field of followership research that suggests a better understanding of the role of followers in the co-creation of leadership. That is, to move beyond leader-centric views to recognize the importance of follower roles, following behaviors in the leadership process and impact (Uhl-Bien et al; 2014).

2.7 Implicit Leadership Theory (ILT)

Implicit leadership theory (ILT) is a social psychological theory that focuses on how individuals form perceptions of leadership and how those perceptions influence their behavior and decision-making. The theory was created by a research group headed by Robert Lord. The theory assumes that every individual contains ideas about effective leadership before or when meeting a particular leader (Rush et al., 1977; Shondrick et al., 2010; Offermann et al., 1994).

ILT focuses on the implicit (unconscious) beliefs, assumptions, and expectations people hold about what constitutes effective leadership and the traits or behaviors associated with it. It suggests that people develop preconceived notions or implicit beliefs about what characteristics and behaviors are associated with effective leaders, , and these mental models influence their perceptions and evaluations of actual leaders.

ILT can influence followers' attitudes, expectations, and behaviors toward leaders. People are more likely to follow leaders who align with their implicit theories of leadership. If a leader possesses the traits and behaviors that individuals perceive as key to effective leadership, they are more likely to gain followers' trust and support.

Understanding ILT is important because they play a role in how individuals perceive and evaluate leaders. Organizations and leaders can benefit from understanding the implicit theories held by their followers and adjusting their leadership styles or behaviors accordingly.

The key concepts and components of implicit leadership theory are:

- Leadership Prototypes: Prototypes are mental representations or idealized images of a leader. They are based on personal experiences, cultural values, media influences, and societal expectations. Prototypes encompass traits, behaviors, and characteristics that are believed to be associated with effective leadership. For example, a prototype may include traits like confidence, intelligence, charisma, and empathy.

- Implicit Beliefs: Individuals' personal beliefs and assumptions about leadership are formed through socialization, observations of leaders, and personal experiences. Implicit leadership theories guide individuals' perceptions and

judgments of leaders by shaping expectations and evaluations based on the alignment or deviation from the prototype.

- Leader Categorization: When individuals encounter someone in a leadership role, they categorize the person as a leader based on the extent to which the individual matches their prototype of a leader. This categorization process is automatic and influences subsequent perceptions and behaviors toward that leader.

- Halo Effect: The halo effect is a cognitive bias that occurs when positive qualities attributed to a person in one domain spill over into other domains. In the context of leadership, the halo effect means that when people perceive someone as a leader, they are more likely to attribute additional positive qualities to that person, even if those qualities are not directly related to leadership. For example, if someone is viewed as a charismatic leader, they may also be seen as more intelligent or trustworthy.

- Contextual Factors: Implicit leadership theories are influenced by contextual factors such as organizational culture, industry norms, and situational demands. Different settings may emphasize different leadership qualities. For instance, a creative industry might value leaders who are innovative and open-minded, while a military organization might prioritize leaders who are disciplined and authoritative.

- Leader Evaluation: Leaders who match the prototype are more likely to be evaluated and seen as effective, competent, and deserving of authority. On the other hand, leaders who deviate from the prototype may face challenges in gaining acceptance or legitimacy.

- Leadership Stereotypes: The formation of leadership stereotypes are developed from generalized beliefs about leadership based on social categories such as gender, race, or age. Stereotypes can influence how individuals perceive and evaluate leaders from different social groups, leading to biases and inequalities in leadership opportunities.

ILT has significant implications for leadership development, selection, and performance evaluation. It suggests that individuals have preconceived notions about leadership that can impact their perceptions of leaders and their effectiveness. It also highlights the importance of understanding and challenging biases and stereotypes that may limit opportunities for underrepresented groups in leadership positions.

2.8 The GLOBE (Global Leadership and Organizational Behavior Effectiveness) Leadership Theory

The GLOBE 2020 research project is an extension of over 20 years of collaborative work conducted by the GLOBE research team. In the 1990s, the GLOBE (Global Leadership and Organizational Behavior Effectiveness) project examined the relationships among societal culture, leadership, and organizational practices in collaboration with more than 200 researchers from 62 societies. (GLOBE 2020, 2020) The focus of the GLOBE project is to understand how national cultures have preferences for different leadership styles. It investigates how cultural values and practices influence leadership behaviors and effectiveness in different societies around the world.

The GLOBE researchers categorized countries into clusters of countries (Table 2.1) with similar cultural characteristics, namely the Anglo cluster, the Confucian Asia cluster, the Germanic Europe cluster, the Nordic Europe cluster, the Latin America cluster, the Middle East cluster, and the sub-Saharan cluster.

Table 2.1 The GLOBE Project: Country Clusters

The GLOBE Project : Country Clusters				
Anglo	**Germanic Europe**	**Latin Europe**	**Sub-Saharan Africa**	**Eastern Europe**
Australia Canada Ireland New Zealand South Africa (White) United Kingdom United States	Austria Switzerland Netherlands Germany (former East) Germany (former West)	Israel Italy Switzerland (French-speaking) Spain Portugal France	Namibia Nigeria South Africa (Black) Zambia Zimbabwe	Greece Hungary Albania Slovenia Poland Russia Georgia Kazakhstan
Middle East	**Confucian Asia**	**Southern Asia**	**Latin America**	**Nordic Europe**
Qatar Morocco Turkey Egypt Kuwait	China Hong Kong Japan Singapore South Korea Taiwan	Philippines Indonesia Malaysia India Thailand Iran	Argentina Bolivia Brazil Colombia Costa Rica El Salvador Guatemala Mexico Venezuela	Denmark Finland Sweden

To compare how the different clusters rate different forms of leadership, the GLOBE researchers considered six leadership behaviors and seven cultural dimensions. The definitions as described in GLOBE 2020 (2020) are:

Leadership Dimensions

- **Charismatic/Value-Based Leadership:** Reflects the ability to inspire, motivate, and expect high performance outcomes from others based on firmly held core values. It includes the following six primary leadership dimensions: (a) visionary, (b) inspirational, (c) self-sacrifice, (d) integrity, (e) decisive and (f) performance oriented.

- **Team-Oriented Leadership:** Emphasizes effective team building and implementation of a common purpose or goal among team members. It includes the following five primary leadership dimensions: (a) collaborative team orientation, (b) team integrator, (c) diplomatic, (d) malevolent (reverse scored), and (e) administratively competent.

- **Participative Leadership:** Reflects the degree to which managers involve others in making and implementing decisions. It includes two primary leadership dimensions labeled (a) nonparticipative and (b) autocratic (both reverse scored).
- **Humane-Oriented Leadership:** Reflects supportive and considerate leadership and includes compassion and generosity. This leadership dimension includes two primary leadership dimensions labeled (a) modesty and (b) humane orientation.
- **Autonomous Leadership:** Refers to independent and individualistic leadership attributes. It is measured by a single primary leadership dimension labeled autonomous leadership, consisting of individualistic, independence, autonomous, and unique attributes.
- **Self-Protective Leadership:** Focuses on ensuring the safety and security of the individual and group through status enhancement and face saving. It includes five primary leadership dimensions labeled (a) self-centered, (b) status conscious, (c) conflict inducer, (d) face saver, and (e) procedural.

Table 2.2 The GLOBE Project: Cultural Clusters and Top 3 Desired Leadership Behaviors

The GLOBE Project : Cultural Clusters and Top 3 Desired Leadership Behaviors				
Anglo	**Germanic Europe**	**Latin Europe**	**Sub-Saharan Africa**	**Eastern Europe**
• Charismatic / value-based • Participative • Human-oriented	• Autonomous • Charismatic / value-based • Participative	• Charismatic / value-based • Team-oriented • Participative	• Human-oriented • Charismatic / value-based • Team-oriented	• Autonomous • Self-protective • Charismatic / value-based
Middle East	**Confucian Asia**	**Southern Asia**	**Latin America**	**Nordic Europe**
• Self-protective • Humane-oriented • Autonomous	• Self-protective • Team-oriented • Humane-oriented	• Self-protective • Humane-oriented • Autonomous	• Charismatic / value-based • Team-oriented • Self-protective	• Charismatic / value-based • Participative • Team-oriented

The findings show how cultural differences affect preferences for leadership behaviors (Table 2.2). For example, the Germanic Europe cluster includes Austria, Switzerland, Netherlands, and Germany. These national cultures prefer leaders who are autonomous, more charismatic, and who demonstrate participative leadership tendencies.

The Southern Asia and Confusion Asia clusters include countries like the Philippines, Indonesia, Malaysia, Thailand, China, Hong Kong, Singapore, Japan. Leaders who are successful are those who treat their subordinates with formality, less participative and are more humane-oriented.

Although there are cultural differences between clusters, it is important to see that the clusters do share some similarities. For example, the charismatic leadership style is preferred in seven out of the ten country clusters. In contrast, leadership styles based on individualist tendencies, such as the autonomous and the self-protective types, tend to be the least preferred.

The GLOBE project also found that several traits, such as being honest, trustworthy, positive, and dynamic, were viewed positively worldwide and were endorsed irrespective of national culture. Similarly, leadership behaviors such as being a loner, egocentric, and dictatorial were viewed in a negative light by all clusters. Table 2.3 shows which traits and behaviors are universally admired and disliked.

In summary, the GLOBE project provided powerful insights into how cultures around the world perceive leadership and what expectations they have of global leaders, offering a useful instrument for leaders to learn and apply when discerning what is viewed as good or bad leadership in a general way and how they apply to the global country clusters. However, critics of the research commented that some of the cultural clusters' behaviors are difficult to interpret and limit leadership to perceptions of what cultures expect from leaders rather than what a leader can do (Northouse, 2013). Nonetheless, the study helps raise leaders' awareness of cultural differences and enhance their communication styles.

Table 2.3 The GLOBE Project: Traits and Behaviors That Are Universally Admired and Disliked

Traits and Behaviors That Are Universally Admired and Disliked	
Positively-Regarded Traits and Behaviors across the World	
Trustworthy	Dependable
Intelligent	Just
Honest	Decisive
Plans ahead	Effective bargainer
Encouraging	Win-win problem solver
Positive	Skilled administrator
Dynamic	Communicator
Motivator	Informed
Confidence builder	
Negatively-Regarded Traits and Behaviors across the World	
Loner	Egocentric
Antisocial	Ruthless
Not cooperative	Dictatorial
Nonexplicit	

2.9 Cultural Intelligence

Cultural Intelligence (CQ) is defined as "an individual's capacity to function, adapt and manage effectively in culturally diverse settings" (Ang et al., 2007). It is often considered a form of intelligence that goes beyond cognitive abilities and includes cultural knowledge, awareness, and adaptability. While CQ is not a theory in the traditional sense, it is a well-established construct in the academic literature (Ott and Michailova, 2018; Earley and Mosakowski, 2004)

CQ is conceptualized into four different dimensions that correspond to the depth, breadth, and flexibility of an individual's cultural strategies, knowledge, drive, and skills. There are three broad types of CQ measures: (1) self-reported measures; (2) informant-based measures; and (3) performance-based measures. CQ is associated with personality traits

in that personality traits influence behavioral tendencies and personal experiences that in turn impact the development of CQ. Experiential learning theory suggests that CQ is enhanced through a learning cycle of (1) engaging in direct cross-cultural experiences, (2) critically reflecting on the experiences, (3) abstracting these reflections into general concepts that guide future behaviors, and (4) actively experimenting with the new behaviors and to assess their effectiveness.

CQ encompasses several components. The most commonly recognized components include:
- Cultural Knowledge: This refers to understanding the cultural norms, values, beliefs, and practices of different cultures.
- Cultural Awareness: This involves being aware of one's own cultural biases, assumptions, and perspectives, as well as recognizing and appreciating cultural differences.
- Cultural Adaptability: This relates to the ability to adjust one's behavior, communication style, and decision-making processes to fit different cultural contexts.
- Cultural Mindfulness: This involves being present and attentive to cultural cues and being able to navigate cultural dynamics effectively.

CQ is important for individuals who work in multicultural or cross-cultural environments. It enables individuals to adapt and function effectively, building relationships, collaborating, and communicating across cultural boundaries. Higher levels of CQ have been associated with improved job performance, leadership effectiveness, and intercultural competence (Barakat et al, 2015; Jyoti and Kour, 2017; Name and Park, 2019) .

CQ can be developed and enhanced through various means, including training programs, intercultural experiences, and self-reflection. Training programs often focus on increasing

cultural knowledge, developing cultural awareness, and building cultural adaptation skills.

CQ has gained significant attention in academic research and has practical implications for various domains, including global leadership, multicultural teamwork, international business, and intercultural communication. It emphasizes the importance of cultural sensitivity, adaptability, and effective cross-cultural interactions in today's interconnected and diverse world to create a high-performance culture.

2.10 Effect of Gender of Followers

Studies have examined the effect of the gender of followers on the interpretation of leadership style. While new studies continue to evolve to understand the complex dynamics between the gender of followers and the interpretation of leadership style, here is a summary of some key themes.

- Role Congruity Theory: Role Congruity Theory suggests that there is a perceived incongruity between the female gender role and the role of a leader, leading to biased evaluations of female leaders. Research by Eagly and Karau (2002) found that female leaders who adopted agentic behaviors (e.g., assertiveness, dominance) were evaluated less favorably by both male and female followers compared to male leaders who exhibited similar behaviors.

- Preference for same-gender leaders: Some studies have shown a preference for same-gender leaders. For example, a study by Powell et al. (2002) found that male followers evaluated male leaders more favorably than female leaders, and female followers evaluated female leaders more favorably than male leaders. This preference for same-gender leaders was stronger when the leadership role involved stereotypically masculine qualities.

- Gender composition of workgroup: The gender composition of the workgroup or organization can influence the interpretation of leadership style. A study by Van Dijk and Van Engen (2009) found that in mixed-gender workgroups, both male and female leaders who exhibited transformational leadership behaviors (e.g., inspiring and motivating followers) were evaluated more positively by both male and female followers compared to leaders who exhibited transactional leadership behaviors (e.g., providing rewards and punishments).

- Gender stereotypes and leadership behaviors: Gender stereotypes can shape the interpretation of leadership style. A study by Ellemers et al. (2004) found that female leaders who displayed stereotypically masculine behaviors were evaluated more positively by both male and female followers compared to female leaders who displayed stereotypically feminine behaviors. This suggests that conforming to masculine leadership behaviors may mitigate the negative biases faced by female leaders. Cejka & Eagly (1999) concluded differently in their study which investigated how gender stereotypes influenced the interpretation of leadership behaviors. The findings showed that male leaders who sought advice from subordinates were perceived as more effective if they exhibited stereotypically masculine behaviors. In contrast, female leaders who sought advice were perceived as more effective if they exhibited both stereotypically masculine and feminine behaviors, suggesting that they needed to display a combination of leadership styles to overcome gender biases.

- Gender and leadership style: A meta-analysis (Eagly, Karau, & Makhijani, 1995) examined 45 studies on the relationship between gender and leadership style. The findings indicated that male leaders were more likely to be perceived as using an autocratic or directive leadership style, while female leaders were more likely to be perceived as using a democratic or participative leadership style. These

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perceptions were influenced by both the gender of the leader and the gender of the followers.

- Follower Gender and Leadership Styles: A meta-analytic review (Eagly et al. 2003) examined 45 studies to investigate the relationship between follower gender and leadership styles. The findings indicated that male followers preferred autocratic or directive leadership styles, whereas female followers preferred democratic or participative leadership styles. The study also found that male leaders were generally perceived as more effective by male followers, while female leaders were perceived as more effective by female followers.

In summary, the literature review around studies about the dynamics between the gender of followers and the interpretation of leadership style suggests that there are several important factors at play. Role Congruity Theory posits that there is a perceived incongruity between the female gender role and leadership, resulting in biased evaluations of female leaders. Preference for same-gender leaders is evident, with male followers favoring male leaders and female followers favoring female leaders, particularly when leadership involves stereotypically masculine qualities. The gender composition of the workgroup also affects the interpretation of leadership style, with both male and female leaders exhibiting transformational behaviors being evaluated more positively in mixed-gender workgroups. Gender stereotypes play a role, as female leaders who display stereotypically masculine behaviors are evaluated more favorably. Additionally, the study highlights that male leaders are more likely to be perceived as using autocratic or directive leadership styles, while female leaders are more likely to be perceived as using democratic or participative styles, influenced by both the gender of the leader and the followers. Overall, these findings emphasize the complex dynamics between follower gender and the interpretation of leadership style.

2.11 Summary

This chapter of the literature review explores the relationship between leadership styles, multigenerational and cross-cultural dynamics, and organizational performance. It highlights the challenge of effectively managing and leveraging a diverse multigenerational workforce in today's global business landscape. The review emphasizes the role of leaders in harnessing this diversity to create a high-performance culture and competitive advantage.

To examine the impact of leadership styles on followers' engagement and job performance, the review draws on several prominent **leadership style theories**, theories related to **culture**, and studies relating to the impact of leadership style on **multigenerational** teams. Below are the review highlights:

- Transformational leadership theory, emphasizes inspiring and motivating followers to achieve exceptional performance;
- Democratic leadership theory, emphasizes involving subordinates in decision-making processes; and
- Situational leadership theory proposes adapting leadership styles based on followers' readiness and development level.
- Implicit Leadership Theory (ILT), explains the cognitive framework individuals use to perceive and expect leaders.
- The Global Leadership and Organizational Behavior Effectiveness (GLOBE) study, investigates the influence of cultural values on leadership effectiveness.
- Transformational leadership, which incorporates individualized consideration, intellectual stimulation, inspirational motivation, role modeling, and continuous learning, is effective in addressing generational diversity and promoting team success.

The review emphasizes that effective leaders are versatile and adaptable, capable of adjusting their leadership styles based on the situation and the needs of their followers. It also acknowledges that leadership preferences can vary depending on the context,

organizational culture, and individual characteristics. Younger generations often prefer leaders who exhibit transformational and democratic leadership behaviors, emphasizing collaboration and inclusivity.

In addition, the literature review also highlights the importance of considering the effects of gender and employee engagement on creating a high-performance culture. Gender is a significant factor that can influence leadership styles and organizational dynamics. Research suggests that there may be differences in leadership preferences and behaviors between men and women. Understanding these differences and their impact on organizational performance is crucial for effectively managing a diverse workforce. The review acknowledges that gender egalitarianism is one of the cultural dimensions that can affect leadership, as identified in the GLOBE study. By considering the role of gender in leadership and organizational culture, leaders can promote gender equality, inclusivity, and diversity, which can contribute to a high-performance culture.

Employee engagement is another critical aspect discussed in the literature review. Engaged employees are more committed, motivated, and productive. Leadership styles play a significant role in fostering employee engagement. Transformational and democratic leadership styles, which involve inspiring, empowering, and involving employees in decision-making processes, have been found to positively impact employee engagement. By promoting a leadership style that encourages employee engagement, leaders can create a high-performance culture where employees feel valued, motivated, and aligned with the organization's goals.

Understanding gender dynamics and promoting gender equality can foster inclusivity and diversity. Additionally, adopting leadership styles that promote employee engagement can enhance motivation, commitment, and productivity among employees, leading to a high-performance organizational culture.

In summary, the literature review highlights the importance of considering the specific context and needs of individuals and teams when applying leadership styles. Different styles may be more effective in certain situations or for specific outcomes.

Overall, the literature review provides a comprehensive overview of leadership style theories and their potential impact on followers' engagement, which is critical for organizational performance. It acknowledges that leadership preferences can vary depending on the context, organizational culture, and individual characteristics. The review emphasizes the need to consider the specific context and the needs of individuals and teams when applying different leadership styles.

While the topics of leadership style, organizational performance, and employee engagement have been explored to some extent, the literature review highlights research gaps in three areas:
- Understanding the impact from the followers' perspective, their interpretation and preference for leadership styles, while taking into consideration the generational diversity and national cultures, and their impact on employee engagement and job performance adds a unique perspective.
- There is a need for further exploration of the impact of leadership style on engagement and performance across different generations.
- There is a lack of understanding regarding the interplay between national cultures, specifically between Asia and Europe, and how it influences the effectiveness of leadership styles.

By delving into this area, this research aims to explore the relationship between leadership styles, employee engagement, and job performance from the followers' perspective; and how generation and national culture interplay with leadership styles.

The findings aim to <u>contribute to the existing body of knowledge</u> on leadership styles, employee engagement, and organizational performance, by incorporating cross-generational and cross-culture perspectives. The study would also <u>provide valuable insights to leaders and organizations</u> to develop leadership skills that can effectively manage and engage a diverse workforce. This can lead to the <u>creation of more inclusive and supportive work environments</u> that enhance employee satisfaction, productivity, and overall organizational performance.

CHAPTER III:

METHODOLOGY

3.1 Overview of the Research Problem

Leadership effectiveness is a complex concept, and ongoing research aims to explore the interactions between different leadership styles and their impact on employees and organizational performance.

Most research in this area has predominantly focused on the leaders' perspective, underplaying the importance of understanding the followers' viewpoint. Additionally, there is a need to further explore the influence of two dimensions, namely multigenerational diversity and the national culture of countries, on the relationship between leadership styles and employee engagement and performance. This study takes into account the potential variations across different generations and between the cultural contexts of Asia and Europe; as well as exploring gender influence on leadership effectiveness. By examining these additional factors, this study aims to address the knowledge gap and provide a deeper understanding of the complex dynamics that shape employee engagement in diverse organizational contexts.

3.2 Operationalization of Theoretical Constructs

Various research methods are available, with the most commonly used ones being quantitative, mixed-method, and qualitative approaches.

Quantitative methods involve the use of estimates to examine differences or relationships between variables, typically in the form of correlations. These methods are suitable for making predictions and analyzing relationships among variables. However, in this study, the use of large-scale quantitative questionnaire surveys was preferred to ensure wider coverage across continents, namely Asia and Europe, and multiple generations of

employees, the research primarily relied on large-scale quantitative questionnaire surveys.

While mixed-method approaches combine properties of both quantitative and qualitative methods, the extensive geographical scope of the study made it impractical to conduct a qualitative study. Qualitative methods, such as in-depth interviews, are valuable for gaining a deeper understanding of specific phenomena. However, the wide geography covered in this research would limit the feasibility of conducting qualitative interviews.

Therefore, the study focused on employing quantitative research methods to explore associations, test theories, and consider causal effects between variables. The use of large-scale quantitative questionnaire surveys allowed for wider coverage across continents and generations of employees, ensuring a comprehensive examination of the research topic.

3.3 Research Purpose and Questions

The purpose of this study is to explore the impact of leadership styles on the follower's perspective, specifically focusing on their engagement and job performance. By shifting the focus to the followers, this study seeks to understand the leadership behaviors that positively influence employee engagement and job performance. Furthermore, the research seeks to explore potential differences in the effects of leadership styles on employee engagement and job performance across different generations and between the cultural contexts of Asia and Europe.

Research Questions:

The research questions to be addressed in this study are:

- Research Question 1: What leadership styles, from the followers' perspective, positively influence their engagement and job performance?

- Research Question 2: Are there significant differences in the effects of leadership styles on engagement and job performance among different generations of employees?

- Research Question 3: How do the effects of leadership styles on engagement and job performance vary between the cultural contexts of Asia and Europe?

Research Hypotheses:

This study hypothesizes that:

- Hypothesis 1: Multi-style leadership, as perceived by followers, has the most significant positive influence on their engagement and job performance compared to other leadership styles.

- Hypothesis 2: There are significant differences in the influence of leadership styles on engagement and job performance among different generations of employees. Specifically, transformational leadership will have a stronger positive impact on engagement and job performance for younger generations compared to more mature generations.

- Hypothesis 3: In the cultural context of Asia, there is a preference for less participative leadership behaviors, while in the cultural context of Europe, there is a preference for autonomous and charismatic leadership behaviors, which positively influence followers' engagement and job performance.

3.4 Research Design

The research design for this study was primarily to utilize a quantitative approach, specifically employing a large-scale questionnaire survey. This method was chosen to ensure wider coverage across Asia and Europe, and multiple generations of employees.

While mixed-method approaches combine properties of both quantitative and qualitative methods, the extensive geographical scope of the study made it impractical to conduct a qualitative study. Qualitative methods, such as in-depth interviews, are valuable for gaining a deeper understanding of specific phenomena. However, the wide geography covered in this research would limit the feasibility of conducting qualitative interviews.

The questionnaire was designed for a large-scale survey conducted across 18 markets in Asia and Europe. The objective of the survey is to gain insights from the perspective of followers regarding their interpretation of leadership styles, their preferences, and desired leadership behaviors. The questionnaire was also designed to explore the impact of generational diversity and national culture on leadership preferences.

The survey was distributed to 531 participants, representing various age groups and markets. The respondents were intentionally not asked to provide their job function to ensure anonymity. The anonymity of the respondents ensures the confidentiality of their responses, allowing for more candid feedback and reliable data for analysis. The questionnaire consists of multiple sections addressing different aspects related to leadership styles, perceptions of multigenerational diversity, organizational performance, leadership impact, leadership preferences, and demographic information.

The questionnaire sections include:

Section 1: Demographics
This section collects basic demographic information such as gender, market, position in the company, and years of working experience.

Section 2: Leadership Style
This section focuses on understanding the respondents' perception of their current or most recent supervisor's leadership style. It includes questions about the age range of the

participants and asks them to choose the leadership style that best describes their supervisor.

Section 3: Perception of Multigenerational Diversity

This section explores the respondents' perception of working in a team with diverse age groups and the value they believe different generations bring to their work. It also explores whether conflicts arise within their teams due to generational differences.

Section 4: Organizational Performance

This section includes questions about the respondents' self-rated job performance and overall job satisfaction on a rating scale.

Section 5: Leadership Impact

This section investigates the extent to which the respondents believe their supervisor's leadership style has influenced their job performance.

Section 6: Leadership Preferences

This section focuses on the leadership style that the respondents would prefer their supervisor to adopt for them to perform their best. It also explores the desired leadership behaviors that would enable them to perform to their best potential.

Section 7: Leadership Style Preference as a Leader

This section asks the respondents to choose a preferred leadership style if they were in a leadership position themselves.

Section 8: Additional Comments

In this open-ended section, the respondents are encouraged to provide any additional comments or insights regarding leadership styles and their impact on performance across different generations.

3.5 Population and Sample

The study was conducted in a cross-cultural context. The targeted sample for this study were employees from retail companies in 18 markets in Asia and Europe where there are at least over 700 employees, each with an annual revenue exceeding Euro 80 million, and a good representation of different generations, this ensures a diverse sample that represents organizations of significant size, generations, and financial standing.

Table 3.1 Criteria of Participant Selection. Survey Participants were selected from Participating Companies with over 700 employees and annual revenue exceeding Euro 80 million. This ensures a diverse sample that represents organizations of significant size, generations, and financial standing.

Country of the participating companies	Annual Revenue * in HKD 'M	Annual Revenue # in Euro 'M	Headcounts **	Percentage of headcounts by Generation **		
				Gen X	Gen Y	Gen Z
ASIA						
China	17,579	2,051	21,168	24%	56%	20%
Hong Kong	57,887	6,753	8,544	24%	49%	27%
Indonesia			1,274			
Malaysia	Public Data by Region	Public Data by Region	6,683		Data by Region	
Philippines			9,559			
Singapore			1,063			
Taiwan			4,808			
Thailand			5,390			
Turkey			3,144			
EUROPE						
Belgium	94,179	10,987	4,524	24%	47%	29%
Czech Republic			1,033			
Hungary	Public Data by Region	Public Data by Region	2,027		Data by Region	
Germany			21,257			
Latvia			1,235			
Lithuania			**			
Netherlands			26,161			
Poland			14,829			
United Kingdom			21,190			

Data Source:

* AS Watson Data in CK Hutchison Annual Report 2022 (Stock Code: 0001. Hong Kong Stock Exchange).

HKD to Euro exchange rate used 0.12 as reference

** AS Watson Internal Data Sept 2023. Latvia and Lithuania Data is combined.

3.6 Participant Selection

A purposive sampling technique was used to select corporations that have a diverse workforce in terms of generational composition, gender, and cultural backgrounds. A total sample size of at least 531 individuals, representing different generations, were selected to participate in the questionnaire survey, which was administered between December 2023 to Jan 2024. The distribution of respondents is shown in Table 3.2.

Non-probability snowball sampling was used to identify and recruit participants through referrals from existing participants to expand the sample size.

Table 3.2 Survey Sample Distribution by Location, Generation, and Gender

	Total	Respondent Location		Gender	
	Total	Europe	Asia	Male	Female
	---------------	---------------	---------------	---------------	---------------
Base: Total	531	233	298	181	350
%					
Gen Y	57	49	63	50	60
Gen X	31	39	24	40	26
Gen Z	10	8	11	5	12
Baby Boomers	3	5	1	5	2

In snowball sampling, the initial participants, also known as "seeds," are identified through my networks of key functional leaders and project task forces. These seeds were then asked to refer to other potential participants of different generations. This sampling method allowed the study to reach individuals who are followers of different functional leaders in companies in the 18 identified markets who may not be easily identifiable through other means.

3.7 Instrumentation

The research instrument used for this study was primarily a quantitative approach, specifically employing a large-scale questionnaire survey. This method was chosen to

ensure wider coverage across Asia and Europe and to capture the perspectives of multiple generations of employees.

While mixed-method approaches combine properties of both quantitative and qualitative methods, the extensive geographical scope of the study made it impractical to conduct a qualitative study. Qualitative methods, such as in-depth interviews, are valuable for gaining a deeper understanding of specific phenomena. However, given the wide geography covered in this research, conducting qualitative interviews would have imposed significant logistical challenges and resource constraints.

The study was conducted in a cross-cultural context, with a focus on employees from retail companies in 18 markets in Asia and Europe. The selection of these markets was based on specific criteria: each market had to have at least over 700 employees, an annual revenue exceeding Euro 80 million, and a good representation of different generations. This ensured a diverse sample that represents organizations of significant size, generational diversity, and financial standing.

By targeting retail companies, the study aimed to capture insights and perspectives from employees working in a consumer-oriented industry, which often faces unique challenges and dynamics. The inclusion of 18 markets across Asia and Europe allowed for a broad representation of diverse cultural, economic, and organizational contexts.

The sample selection process involved identifying retail companies in each market that met the aforementioned criteria. Within these organizations, a systematic sampling approach was used to invite participation from employees at different hierarchical levels and across various departments. Efforts were made to ensure a proportional representation of generations, aiming to capture the perspectives of both younger and older employees.

To maximize the feasibility and response rate, the large-scale questionnaire survey was administered online. The survey instrument was designed to capture relevant variables and constructs related to the research objectives. Careful consideration was given to the clarity, comprehensibility, and relevance of the survey items, with input from subject matter experts and pilot testing conducted before the main data collection phase.

To maintain data quality, attention checks, and validation measures were implemented within the survey to identify inconsistent or incomplete responses. Additionally, ethical considerations were taken into account, including obtaining informed consent from participants and ensuring the anonymity and confidentiality of their responses.

It is important to acknowledge that the use of a large-scale questionnaire survey and the specific sampling approach employed in this study have certain limitations. These limitations include potential response biases, self-reporting biases, and the generalizability of findings beyond the selected markets and retail industry. These limitations will be discussed further in the subsequent sections of this thesis.

Overall, the chosen instrumentation, namely the large-scale questionnaire survey, allowed for efficient data collection across a wide geographic area and diverse sample, providing valuable insights into the research objectives within the constraints of the study's scope and resources.

The descriptions of the leadership styles used in the survey are as follow:

a. **Transformational Leadership**: This leadership style focuses on inspiring and motivating team members to achieve exceptional performance. Transformational leaders are visionaries who communicate a compelling vision, challenge and encourage their team, and foster a sense of purpose and personal growth.

b. **Autocratic Leadership**: This leadership style involves a leader who exercises a high level of control and makes decisions without much input from the team. The leader typically sets clear expectations, gives specific instructions, and closely monitors the work.

c. **Democratic Leadership**: This leadership style emphasizes collaboration and inclusiveness. Leaders who adopt this style actively involve team members in decision-making, seek their input and ideas, and encourage participation in goal-setting and problem-solving.

d. **Transactional Leadership**: This leadership style focuses on the exchange of rewards and punishments to motivate their followers. They establish clear expectations, set goals, and provide rewards or consequences based on performance. Transactional leaders emphasize structure, efficiency, and adherence to established procedures.

e. **Laissez-faire Leadership**: This leadership style is characterized by a hands-off approach, where leaders provide minimal guidance or supervision. They delegate authority and responsibility to team members, allowing them to make decisions and take ownership of their work.

f. **Servant Leadership:** This leadership style centers around putting the needs of others first and empowering team members to reach their full potential. Servant leaders prioritize the well-being and development of their team, foster a supportive environment, and actively help team members succeed.

3.8 Data Collection Procedures

Data for this study was collected through the distribution of a structured questionnaire via an online platform. This approach offered the advantage of convenience and accessibility

for participants across different geographical locations. The questionnaire was designed to assess participants' preferences for leadership styles and leadership behaviors in connection to their engagement and job performance.

To initiate the data collection process, an initial group of 110 participants was purposefully identified based on predefined criteria. These participants were selected to represent a diverse range of backgrounds, including different generations, hierarchical positions, and departments within 25 retail companies across the 18 targeted markets in Asia and Europe (Table 3.3). Once the initial participants completed the questionnaire, a snowball sampling technique was utilized to expand the sample size.

Through the snowball sampling approach, participants were encouraged to refer other potential participants who met the criteria for the study. This referral process helped to ensure the inclusion of individuals from a wider range of backgrounds and increased the diversity of the sample. As a result, the sample size grew to a total of 531 participants, capturing insights from a broad range of perspectives.

Participants were invited to complete the questionnaire via the online platform, which provided a user-friendly interface that facilitated the collection of responses. The online platform allowed participants to access the questionnaire at their convenience, enabling them to respond to the survey at a time and place that suited their schedules. This approach helped to mitigate potential geographical and logistical barriers, promoting broader participation from individuals across different markets in Asia and Europe.

Throughout the research process, strict adherence to ethical guidelines and principles was maintained. Informed consent was obtained from all participants before they began the questionnaire. The consent process ensured that participants were fully aware of the study's purpose, the nature of their involvement, and their rights as participants. Clear

instructions were provided regarding the voluntary nature of participation, the confidentiality of their responses, and the anonymity of their data.

To ensure the confidentiality and anonymity of participants, no personally identifiable information was collected or linked to individual responses. The data collection process focused solely on aggregating and analyzing group-level data, ensuring that individual participants could not be identified from the collected data.

Furthermore, data protection measures were implemented to safeguard participants' information. The online platform used for data collection adhered to industry-standard security protocols, ensuring that participant data was protected from unauthorized access or disclosure.

By following these ethical guidelines and principles, the study aimed to prioritize the rights of the participants while ensuring the integrity and reliability of the data collected.

It is important to note that the use of an online questionnaire and the specific data collection procedures employed in this study have their limitations. These limitations include potential response biases, self-selection biases, and the potential exclusion of individuals who may not have access to or prefer online platforms. These limitations will be discussed further in the subsequent sections of this thesis.

Overall, the data collection process, comprising the distribution of a structured online questionnaire and adherence to ethical guidelines, allowed for the collection of valuable data from a diverse sample of participants across multiple markets in Asia and Europe.

Table 3.3 Data Collection Process: To initiate the data collection process, an initial group of 110 participants was purposefully identified based on predefined criteria.

	Initially Identified Sample	
Functions ---------------	**Asia** ---------------	**Europe** ---------------
Sales Operations	10	14
Trading	15	13
Marketing	12	12
eCommerce	9	8
Supply Chain	13	4
Total	59	51

3.9 Data Analysis

The data analysis for the study included descriptive statistics to summarize the data, top and bottom box analysis to identify positive and negative views, regression analysis to assess the impact of independent variables on the dependent variable, and mediation analysis to explore the mediating role of certain variables.

3.9.1 Descriptive Statistics

Descriptive statistics were utilized to summarize and present the characteristics of the collected data. Measures such as means, frequencies, and percentages were calculated to provide an overview of participants' responses. By examining these summary statistics, the study can explore central tendencies, variabilities, and distributional patterns of the variables under investigation.

3.9.2 Top and Bottom Box Analysis

Top box analysis focuses on the percentage of respondents who select the top (most favorable) response options among the choices provided. Typically, the top box represents the highest rating or most positive response category. For example, if a 5-point scale is used with response options ranging from "Very Satisfied" to "Very Dissatisfied", the top box would consist of the percentage of respondents who selected "Satisfied" or "Very Satisfied." This analysis allowed the study to identify the proportion of

respondents who hold extremely positive views on a particular topic or question, providing insights into overall sentiment or trends within the survey data.

Conversely, bottom box analysis focuses on the percentage of respondents who select the bottom (least favorable) response options among the choices provided. The bottom box represents the lowest rating or most negative response category. For example, the bottom box would consist of the percentage of respondents who selected "Dissatisfied" or "Very Dissatisfied". This analysis allowed the study to identify the proportion of respondents who hold extremely negative views on a particular topic or question, providing insights into areas of concern or potential improvement.

When interpreting the mean of a Likert scale ranging from 1 to 5, after determining the specific meaning of each point on the scale. For example, 1=Very Poor, 2=Poor, 3=Neutral, 4 = Good, 5=Excellent, the study calculates the mean by summing up all the responses and dividing the total by the number of respondents. The resulting value represents the average response on the scale.

The interpretation based on mean values:
- If the mean is close to the lower end of the scale (e.g., around 1 or 2), it indicates that respondents generally have negative opinions or perceptions related to the survey topic.
- If the mean is close to the higher end of the scale (e.g., around 4 or 5), it suggests that respondents generally have positive opinions or perceptions.
- If the mean is around the middle point of the scale (e.g., around 3), it implies that respondents are relatively neutral or undecided.

3.9.3 Regression Analysis

Regression analysis was employed to assess the impact of independent variables (e.g., leadership styles) and mediation factors (multigenerational diversity, national culture) on the dependent variable (e.g. employee engagement). The formula below analyses the regression coefficients β1.

$$Y_i = \beta_0 + \beta_1 X_i + \varepsilon_i$$

where Y_i is the Dependent Variable, β_0 is the Population Y intercept, β_1 is the Population Slope Coefficient, X_i is the Independent Variable, and ε_i is the Random Error term. The term $\beta_0 + \beta_1 X_i$ is the Linear component and ε_i is the Random Error component.

3.10 Research Design Limitations

The research conducted in this study has several limitations that should be taken into account when interpreting the findings. These limitations pertain to the sampling technique, survey design, language, and cultural differences, sample size, and representativeness.

Firstly, the online structured questionnaire survey employed a purposive sampling technique rather than pure random sampling. While this approach allowed for targeted selection of participants, it relied on voluntary participation, which can introduce self-selection bias. Individuals who chose to participate may possess different characteristics, attitudes, or behaviors compared to those who did not participate. As a result, the findings may lack generalizability and may not be representative of the broader population.

Furthermore, the use of closed-ended questions in the online survey may have limited the scope of responses. Closed-ended questions provide predetermined response options and may not capture nuanced or detailed information that could be obtained through open-ended questions or interviews. Therefore, some valuable insights may have been missed due to the survey design.

Moreover, conducting the online survey across multiple countries introduces language and cultural differences among respondents. As the survey was conducted in English and not available in participants' native languages, language barriers may have hindered participants' complete understanding of the questions. Additionally, cultural differences in attitudes, beliefs, and behaviors might have influenced participants' interpretations of the survey items, potentially leading to response bias or misinterpretations.

Lastly, the snowball sampling method employed in this research, although a non-probability sampling technique, has its own limitations. The sample obtained through snowball sampling may not be representative of the entire target population, as the selection process heavily relies on the characteristics and networks of the initial participants. This may introduce bias, as certain types of individuals who are more likely to be referred or possess extensive networks may be overrepresented in the sample. Consequently, caution should be exercised when generalizing findings from a snowball sample to the broader population.

3.11 Conclusion

This chapter provides an overview of the methodology used in the study. The research problem focuses on leadership effectiveness and aims to explore the interactions between different leadership styles and their impact on employee engagement and performance. The chapter highlights the importance of considering the followers' perspective and the influence of multigenerational diversity and national culture on the relationship between leadership styles and employee outcomes.

The study employs quantitative research methods, specifically large-scale quantitative questionnaire surveys, to examine associations, test theories, and explore causal effects between variables. This approach allows for wider coverage across continents and generations of employees, providing a comprehensive examination of the research topic.

The research questions addressed in the study focus on identifying leadership styles that positively influence employee engagement and job performance from the followers' perspective, examining differences in the effects of leadership styles among different generations of employees, and exploring the variations in the effects of leadership styles between the cultural contexts of Asia and Europe.

The study formulates hypotheses that multi-style leadership has the most significant positive influence on engagement and job performance, that there are significant differences in the influence of leadership styles among different generations of employees, and that cultural contexts influence the preference for specific leadership behaviors.

The research design primarily utilizes a quantitative approach, specifically employing a large-scale questionnaire survey, due to the extensive geographical scope of the study. The study targets employees from 25 retail companies in 18 markets in Asia and Europe, ensuring a diverse sample representing significant size, generational diversity, and financial standing.

The participant selection involves purposive sampling to select corporations with a diverse workforce in terms of generational composition, gender, and cultural backgrounds. The sample size consists of 531 individuals, representing different generations, and the non-probability snowball sampling technique is used to expand the sample size through referrals from existing participants.

The research instrument is a large-scale questionnaire survey administered online to capture the perspectives across diverse organizational contexts, generations, and cultural contexts. Careful consideration is given to the clarity, comprehensibility, and relevance of

the survey items, and data quality measures, such as attention checks and ethical considerations, are implemented.

In conclusion, the methodology chapter outlines the research problem, research questions, hypotheses, research design, population and sample, participant selection, instrumentation, and data collection procedures. The chosen methodology provides valuable insights into the impact of leadership styles on employee engagement and job performance.

4.1 Research Question One

The first of the three research questions this study aims to address is: What leadership styles, from the followers' perspective, positively influence their engagement and job performance?

4.1.1 The Prevalent Leadership Styles of Supervisors

Respondents were asked to describe the leadership style of their supervisor. The findings indicate that a significant proportion of participants, specifically 345 out of 532, perceived their supervisors as exhibiting either a **transformational or democratic leadership style**. This finding suggests that these leadership styles are **prevalent** and valued within the surveyed sample (Table 4.1).

Specifically, 49% of respondents described their supervisor's leadership style as being transformational, and 52% of them perceived their supervisor exhibited a democratic leadership style. It is interesting to note that, from the followers' perspective, 57% of respondents consider their leader demonstrated a **combination of two leadership styles** and not just one single leadership style, with a mean number of mentions of 1.57. Amongst the respondents who described their supervisor as having two leadership styles, the combination of transformational and democratic leadership styles is the most prominent (Table 4.1).

The findings also confirmed that **leadership style had a significant positive influence on employee's job performance**. 82% of respondents scored the top two boxes, "Strongly positively influenced" and "Somewhat positively influenced" (Table 4.2).

Table 4.1 Supervisor's Leadership Style

Supervisor's Leadership Style	Key Leadership Style							Style Mix	
	Total	Transformational	Autocratic	Democratic	Transactional	Laissez-faire	Servant	Democratic AND Transformational	Autocratic OR Transactional
Base: Total	531	184	40	161	28	86	27	126	68
%									
Democratic	52	41	5	100	14	35	15	100	9
Transformational	49	100	13	30	14	14	33	100	13
Laissez-faire	23	10	8	11		97			4
Transactional	12	8	18	4	100	6	7		51
Autocratic	11	4	98	2	18	1	7		65
Servant	9	3	3	5	4	3	100		3
1 Style only	43	34	55	48	50	44	37		53
2 Styles	57	66	45	52	50	56	63	100	47
Mean Number of Mentions	1.57	1.66	1.45	1.52	1.50	1.56	1.63	2.00	1.47

Table 4.2 Impact of Leadership Style on Employees' Job Performance

Extent of Leadership Style influencing job performance	Total
Base: Total	531
%	
Strongly positively influenced	41
Somewhat positively influenced	41
Does not influence my job performance	11
Somewhat negatively influenced	5
Strongly negatively influenced	2
Top 2 Box score	82
Bottom 2 Box score	7
Mean	4.14

4.1.2 Impact of Leadership Styles on Engagement and Performance

Specifically, supervisors with **transformational, democratic leadership and servant styles** had a more **positive impact** on engagement and performance, with 93%, 88% and 96% of respondents respectively scoring the top two boxes, "Strongly positively influenced" and "Somewhat positively influenced", whereas employees working under **autocratic leaders** reported a relatively negative impact on their job performance, with 30% scored the bottom two boxes with the mean at 3.15, which implies that respondents are relatively neutral on this autocratic leadership style having a neither positive nor negative influence on their job performance. Employees working under **laissez-fair leaders** responded that they are positively influenced (65%) though the score to the top

two boxes is relatively lower than that of servant (96%), transformational (93%), and democratic (88%) (Table 4.3).

Regarding the engagement of followers, the two prevalent leadership styles, transformational and democratic, both have significant positive impacts with 83% and 73% of respondents respectively scoring the top two boxes, "Very satisfied" and "Satisfied" (Table 4.3).

Table 4.3 Employee Engagement by Leadership Styles

| Engagement | Total | Key Leadership Style | | | | | |
		Transformational	Autocratic	Democratic	Transactional	Laissez-faire	Servant
Base: Total	531	184	40	161	28	86	27
%							
Very Satisfied	20	23	13	22	7	20	4
4	54	59	48	50	46	42	93
3	23	16	25	25	43	33	4
2	3	2	15	1	4	5	
Very dissatisfied	0			1		1	
Top 2 Box score	74	83	60	73	54	62	96
Bottom 2 Box score	3	2	15	2	4	6	
Mean	3.90	4.04	3.58	3.93	3.57	3.74	4.00

In terms of job performance, 90% and 87% of respondents scored in the top two boxes, which represent excellent and good performance levels, respectively (Table 4.4). This demonstrates a positive association between transformational and democratic leadership styles and employees' engagement and job performance.

It is interesting to note that, for those with supervisors being **"autocratic", while the employee may perform well (90% scored top two boxes in job performance**, Table 4.4), they are neutral or not satisfied with their job (mean score of 3.58, Table 4.3).

In summary, the findings support the assertion that transformational and democratic leadership styles have a positive influence on employee engagement and job performance. The high prevalence of these leadership styles among surveyed participants,

coupled with the positive ratings for engagement and job performance, emphasizes their significance in fostering a productive and satisfying work environment.

Table 4.4 Employee Perceived Job Performance by Leadership Style

Job Performance		Total	Transformational	Autocratic	Democratic	Transactional	Laissez-faire	Servant
			Key Leadership Style					
		---------------	---------------	---------------	---------------	---------------	---------------	---------------
Base: Total		531	184	40	161	28	86	27
	%							
Excellent		27	28	33	25	14	34	19
4		62	61	58	62	68	59	70
3		10	10	8	13	14	7	11
2		1	1	3		4		
Very poor								
Top 2 Box score		89	90	90	87	82	93	89
Bottom 2 Box score		1	1	3		4		
Mean		4.16	4.17	4.20	4.12	3.93	4.27	4.07

4.1.3 Preferred Leadership Styles

When participants were asked about their preferred leadership style for their supervisors to adopt, the majority (54%) selected transformational leadership, indicating a strong preference for this style. Meanwhile, 22% of participants preferred a democratic leadership style (Table 4.5).

To explore the alignment between perceived and preferred leadership styles, the analysis shows that among participants who described their supervisors as exhibiting a transformational leadership style, a substantial proportion (76%) expressed a preference for transformational leadership. This finding suggests that employees who experience transformational leadership firsthand recognize its positive impact and desire it to continue.

In contrast, for participants who described their supervisors as displaying a democratic leadership style, only 52% expressed a preference for democratic leadership. Interestingly, 34% of participants who perceived their supervisors as democratic preferred a transformational leadership style (Table 4.5). This indicates that some

employees who experience democratic leadership may desire a more transformational leadership approach.

Table 4.5 Preferred Leadership Style to be Adopted by Supervisors

Preferred leadership style adopted for supervisor	Total	Key Leadership Style					
		Transformational	Autocratic	Democratic	Transactional	Laissez-faire	Servant
Base: Total	531	184	40	161	28	86	27
%							
Transformational	54	76	60	34	61	49	26
Democratic	22	9	15	52	14	8	7
Laissez-faire	10	5	8	6		33	4
Servant	8	4	8	6	4	6	56
Transactional	4	3	3	1	21	3	4
Autocratic	1	1	8	1			

Overall, these findings highlight the importance of aligning leadership styles with employees' preferences and experiences. It suggests that leaders who exhibit transformational leadership styles are more likely to meet the expectations and preferences of their followers.

It is worth noting that a significant proportion of participants (24%) did not prefer either transformational or democratic leadership styles for their supervisors (Table 4.5). This indicates that there could be other leadership styles or factors influencing their preferences, which could be explored in future research.

These findings have implications for leadership development and training programs within organizations. They suggest that organizations should strive to develop leaders who can effectively exhibit transformational and democratic leadership styles to meet the preferences and needs of their followers. Additionally, organizations should consider providing opportunities for leaders to enhance their skills in these areas based on the preferences of their employees.

4.1.4 Preferred Leadership Style as a Leader

When participants were asked about their preferred leadership style if they were in a leadership position themselves, the majority (55%) selected transformational leadership. This indicates that a significant proportion of participants view transformational leadership as an effective and desirable approach when they envision themselves in a leadership role. Additionally, 24% of participants preferred a democratic leadership style (Table 4.6).

Table 4.6 Preferred Leadership Style as a Leader

Leadership style to choose if you are a leader		Key Leadership Style					
	Total	Transformational	Autocratic	Democratic	Transactional	Laissez-faire	Servant
Base: Total	531	184	40	161	28	86	27
%							
Transformational	55	82	53	34	57	43	37
Democratic	24	8	28	52	14	17	
Servant	10	4	13	7	7	15	63
Laissez-faire	6	3	3	5	4	21	
Transactional	2	2		1	14	1	
Autocratic	1	1	3	1	4		

To explore the alignment between perceived and preferred leadership styles, among participants who described their supervisors under all leadership styles, 55% selected transformational leadership style as their preferred style. In particular, those who described their supervisors as transformational style, 82% of them preferred the same style (Table 4.6). This finding suggests that individuals who have experienced transformational leadership firsthand may be more inclined to adopt a similar leadership style themselves. It implies that the positive experiences and outcomes associated with transformational leadership may influence individuals to prefer and choose that style when they become leaders.

It is interesting to note that despite perceiving their supervisors as exhibiting other leadership styles, a significant proportion of participants still selected transformational leadership as their preferred style when they were asked about their own leadership

preference. This indicates that participants recognize the effectiveness and impact of transformational leadership and value it as a preferred style for themselves as leaders.

These findings highlight the influence of personal experiences and perceptions of leadership styles on individuals' preferences for their own leadership style. It suggests that individuals may be influenced by their own experiences with different leadership styles, including their supervisors' leadership behaviors, and that these experiences shape their preferences for their own leadership approach.

4.1.5 Desired Leadership Behaviors by Followers for Best Performance

When participants were asked about the desired leadership behaviors that they believed would enable the best performance, three behaviors emerged as the top choices. These behaviors include providing clear direction, being people-oriented, and recognizing achievements. Specifically, 56% of participants indicated that clear direction is crucial for optimal performance, 44% emphasized the importance of being people-oriented, and 36% highlighted the significance of recognizing achievements (Table 4.7).

The findings noted some variation among different leadership styles. Interestingly, participants who reported having autocratic or transactional leaders rated "lead by example" as one of the top two desired leadership behaviors for achieving the best performance. This finding suggests that individuals who experience autocratic or transactional leadership styles value leaders who set a positive example through their own actions. It indicates that leading by example is seen as an important behavior in these particular contexts.

On the other hand, participants who reported experiencing other leadership styles did not prioritize "lead by example" as one of the top desired behaviors for best performance. This suggests that individuals under different leadership styles may have different expectations and preferences regarding the behaviors that enable optimal performance.

Table 4.7 Desired Leadership Behaviours by Followers

Desired leadership behaviors to enable best performance		Key Leadership Style					
	Total	Transformational	Autocratic	Democratic	Transactional	Laissez-faire	Servant
Base: Total	531	184	40	161	28	86	27
%							
Clear direction	56	58	58	52	64	57	52
People-oriented	44	43	28	48	46	36	48
Recognize achievement	36	33	48	39	21	38	41
Intelligent	30	32	28	31	21	31	30
Lead by example	29	29	30	23	39	41	22
Approachable	29	28	29	27	32	36	30
Confident	20	24	13	20	21	13	19
Show empathy	16	15	25	16	14	17	15
Task-oriented	15	16	3	19	11	16	11
Embrace diversity	15	16	25	13	14	10	7
Mean Number of Mentions	2.90	2.93	2.85	2.88	2.86	2.97	2.74

These findings highlight the diversity in desired leadership behaviors among employees and the impact of different leadership styles on these preferences. It underscores the importance of considering individual and contextual factors when determining the most effective leadership behaviors for enhancing performance.

4.1.6 Effect of Followers' Gender on Self-rated Engagement and Performance

When examining employee engagement by gender, it was found that both male and female respondents had a similar distribution of ratings in the top two boxes (indicating "very satisfied" and "satisfied"). This suggests that a significant proportion of the sample expressed satisfaction and a high level of engagement in their work (Table 4.8).

In terms of self-rated job performance, a slightly different pattern emerged. While male and female respondents had a similar distribution in the top two boxes (indicating "excellent" and "good" performance), there was a notable difference in the bottom two boxes (indicating "very poor" and "poor" performance). Specifically, 67% of the responses indicating excellent or good performance came from male respondents, while only 33% came from female respondents (Table 4.8).

It is important to note that only three respondents out of the entire sample scored in the bottom two boxes for job performance, indicating that they perceived their performance as "very poor" or "poor". This suggests a relatively small number of participants who believed they were performing at a low level, compared to the overall sample. Based on these findings, it can be inferred that there may be differences in self-perceived employee engagement and job performance between male and female employees.

Table 4.8 Followers' Self-rated Engagement and Performance by Gender

		Self-rated Engagement		Self-rated job performance	
	Total	T2B	B2B	T2B	B2B
	--------------	--------------	--------------	--------------	--------------
Base: Total	531	391	18	473	3
%					
Male	34	35	33	33	67
Female	66	65	67	67	33

The overarching findings of the different aspects of this study relating to Research Question Two are summarized in Table 4.9.

Table 4.9 The Overarching Findings on the Impact of Leadership Style from a Multi-Generational Perspective

Overarching Findings on the Impact of Leadership Style from a Multi-Generational Perspective							
Themes	Transformational	Transactional	Democratic	Autocratic	Laissez-faire	Servant	Multi-style
The Prevalent Leadership Styles of Supervisors	★ all generations		★ all generations				★ Gen Y, Z
Significant positive influence on employee's engagement	★ baby boomers		★ baby boomers				
Significant positive influence on employee's job performance	★ all generations		★ all generations				
Preferred Leadership Style to be Adopted by Supervisors	★ all generations		★ all generations (2nd)				
Preferred Leadership Style as a Leader	★		★ all generations (2nd)				
Desired Leadership Behaviors by Followers for Best Performance	Gen X, Y, Baby Boomers: clear direction, people-oriented, recognizing achievements Gen Z : clear direction, approachable, recognizing achievements						
Enjoy the most the multi-generational diversity	Gen X, Baby Boomers						
Value the most the multi-generational diversity	Gen X						
Experience the lowest conflicts arise from multi-generational diversity	Gen X						

70

4.2 Research Question Two

The second research question this study aims to address is: Are there significant differences in the effects of leadership styles on engagement and job performance among different generations of employees?

The questionnaire survey for respondents used the definitions of generations (Twenge, 2018; Strauss and Howe, 2000; Williams, 2015):

- Gen Z (1997 – 2012)
- Gen Y (1981 – 1996)
- Gen X (1965 – 1980)
- Baby Boomers (1946 – 1964)

Below is the research sample distribution by generation (Table 4.10):

Table 4.10 Survey Sample Distribution by Location, Generation, and Gender

		Respondent Location		Gender	
	Total	**Europe**	**Asia**	**Male**	**Female**
	---------------	---------------	---------------	---------------	---------------
Base: Total	531	233	298	181	350
%					
Gen Y	57	49	63	50	60
Gen X	31	39	24	40	26
Gen Z	10	8	11	5	12
Baby Boomers	3	5	1	5	2

4.2.1 Impact of Leadership Styles

The study analyses the impact of leadership style on the followers by generation.

Firstly, a significant majority of the participants, accounting for 82% of the sample, rated their experience with leadership style as having a strong positive influence or somewhat positive influence on their level of engagement (Table 4.11). This indicates that the right

leadership style employed generally has a significant impact on fostering a positive and engaging work environment for the employees.

Table 4.11 Impact of Leadership Style on Job Performance by Generation

	Generation				
	Total	Gen Z	Gen Y	Gen X	Baby Boomers
	---------------	---------------	---------------	---------------	---------------
Base: Total	531	52	301	163	15
%					
Strongly positively influenced	41	35	42	42	40
Somewhat positively influenced	41	44	41	39	53
Does not influence my job performance	11	10	10	13	
Somewhat negatively influenced	5	10	5	6	7
Strongly negatively influenced	2	2	2	1	
T2B	82	79	83	80	93
B2B	7	12	7	6	7
Mean	4.14	4.00	4.16	4.15	4.27

However, when examining the data further, it is noteworthy that the Gen Z employees, who are from the younger demographic group, had a relatively lower percentage in the top two boxes, with 79% rating their experience as "strongly" or "somewhat positively influenced" (Table 4.11). This suggests that the impact of leadership style may be slightly less pronounced for Gen Z employees compared to other age groups within the corporations.

On the other hand, it is interesting to observe that Gen Z employees had a relatively higher percentage in the bottom two boxes, with 12% rating their experience as "somewhat negatively influenced" or "strongly negatively influenced" (Table 4.11). This implies that there may be aspects of the leadership style that are not effectively resonating with the preferences or expectations of Gen Z employees, leading to a suboptimal level of engagement among this particular demographic.

4.2.2 Identified Supervisors' Leadership Style by Generation

The study first explores how employees of different generations identify different leadership styles based on their perceptions.

According to the findings, when asked about their perception of their supervisor's leadership style, 52% of the participants identified their supervisor as democratic, indicating that a significant portion of employees perceive their supervisors to have a participative and inclusive approach to decision-making and employee involvement. Additionally, 49% of the participants identified their supervisor as transformational, which suggests that a considerable number of employees perceive their supervisors to exhibit inspirational and visionary qualities, fostering motivation and personal development (Table 4.12).

It is interesting to note that there are some variations in the perception of leadership styles across different generational groups. Specifically, a higher percentage of Gen Z employees (33%) identified their supervisor as laissez-faire, characterized as a more hands-off and non-intervening leadership approach. The higher identification of supervisors as having a laissez-faire leadership style among Gen Z employees suggests that leaders in the survey corporations may have adjusted their leadership approach to cater to the preferences and characteristics of this particular generational group. It is commonly known that Gen Z employees tend to value autonomy, independence, and the freedom to make their own decisions. They often thrive in environments that allow them to take ownership of their work and provide them with the space to explore and innovate. Therefore, leaders who adopt a more hands-off and non-intervening approach may align better with the preferences of Gen Z employees.

On the other hand, baby boomers had identified more of their supervisors as transformational, with 53% of this generational group perceiving their supervisors as exhibiting inspirational and visionary qualities (Table 4.12). This finding suggests that

baby boomers may value a leadership style that focuses on individual growth and development, as well as fostering a sense of purpose and shared vision.

Table 4.12 Supervisor's Leadership Style by Generation

	Generation				
	Total	Gen Z	Gen Y	Gen X	Baby Boomers
	--------------	--------------	--------------	--------------	--------------
Base: Total	531	52	301	163	15
%					
Democratic	52	50	53	51	47
Transformational	49	40	51	49	53
Laissez-faire	23	33	23	19	20
Transactional	12	12	10	15	13
Autocratic	11	12	12	8	7
Servant	9	13	10	6	
Others	2		2	2	7
1 Style only	43	40	38	51	53
2 Styles	57	60	62	49	47
Mean Number of Mentions	1.57	1.60	1.62	1.49	1.47

Furthermore, the majority of participants (57%) identified their supervisors as employing a multi-style leadership approach (Table 4.12), indicating that supervisors may adapt their leadership behaviors based on different situations and individual employee needs. This finding suggests that flexibility and versatility in leadership styles may be valued within the organization.

When examining the data by generation, it is notable that an even higher percentage of Gen Y (62%) and Gen Z (60%) employees identified their supervisors as employing multiple leadership styles (Table 4.12). This indicates that the younger generations may expect leaders to be adaptable and capable of employing different approaches depending on the circumstances and individual preferences.

4.2.3 Engagement and Performance by Generation

Regarding the findings on job satisfaction across different generations, the data indicates that 74% of the participants scored the top two boxes ("Excellent" and "Good") in terms of job satisfaction, reflecting a generally positive level of engagement within the surveyed corporations. The mean score of 3.9 suggests that, on average, employees perceive a high level of satisfaction and engagement with their jobs (Table 4.13).

However, when examining the data by generation, some variations become apparent. Baby boomers, in particular, displayed a higher level of job satisfaction, with 87% of this generation scoring the top two boxes (Table 4.13). This finding suggests that baby boomers, who are often more experienced and have been in the workforce longer, tend to have a higher level of satisfaction with their jobs compared to other generations. This could be attributed to factors such as job stability, career progression, and a sense of fulfillment from long-term professional achievements.

Table 4.13 Engagement by Generation

Engagement	Generation				
	Total	Gen Z	Gen Y	Gen X	Baby Boomers
Base: Total	531	52	301	163	15
%					
Excellent	20	10	19	25	33
Good	54	60	52	54	53
Neutral	23	23	25	20	13
Poor	3	6	4	1	
Very poor	0	2		1	
T2B	74	69	71	79	87
B2B	3	8	4	2	
Mean	3.90	3.69	3.86	4.01	4.20

On the other hand, Gen Z showed a relatively lower level of job satisfaction, with only 69% of this generation scoring the top two boxes compared to the overall 74% across all generations (Table 4.13). Additionally, the percentage of Gen Z who rated their job satisfaction as excellent was relatively lower at 10%, compared to the overall sample of

20%. This finding suggests that Gen Z employees may experience a slightly lower level of job satisfaction compared to other generations.

To explore how different generations assess their own performance in the workplace, the data suggests that employees perceive their job performance positively, with a high mean rating of 4.16 for top and bottom box analysis. (Table 4.14). This indicates that the majority of the surveyed sample perceive their performance positively, indicating a general sense of confidence and satisfaction in their work.

Table 4.14 Perceived Job Performance by Generation

		Generation			
	Total	Gen Z	Gen Y	Gen X	Baby Boomers
Perceived Job Performance	---------------	---------------	---------------	---------------	---------------
Base: Total	531	52	301	163	15
%					
Excellent	27	25	23	34	47
Good	62	65	66	55	47
Neutral	10	10	10	11	7
Poor	1		1		
Very poor					
T2B	89	90	89	89	93
B2B	1		1		
Mean	4.16	4.15	4.11	4.23	4.40

However, when examining the data by generation, it is notable that baby boomers stand out with a relatively higher percentage of top-two box ratings. Specifically, 93% of baby boomers rated their job performance with 47% "Excellent" and 47% "Good". This finding suggests that baby boomers, who often have more experience and a longer tenure in the workforce, tend to have a higher level of confidence and satisfaction with their own performance compared to other generations.

4.2.4 Preferred Leadership Styles

The study explores the leadership preferences across different generations.

When asked about their preferred leadership style adopted by their leaders, all generations rated transformational leadership as the most preferred, with an overall preference of 54% (Table 4.15). This indicates that employees across generations value leaders who inspire and motivate others, have a clear vision, and promote personal growth and development. Transformational leaders are known for their ability to create a positive and engaging work environment, which can contribute to higher levels of employee satisfaction and performance. The second most preferred leadership style was democratic, with a preference of 22% overall. This suggests that employees appreciate leaders who involve them in decision-making processes, seek their input, and value their opinions. Democratic leaders foster a culture of collaboration and inclusivity, which can lead to higher employee engagement and a sense of ownership in the organization.

Table 4.15 Preferred Leadership Style by Generation

	Generation				
	Total	Gen Z	Gen Y	Gen X	Baby Boomers
Preferred leadership style	---------------	---------------	---------------	---------------	---------------
Base: Total	531	52	301	163	15
%					
Transformational	54	46	56	52	67
Democratic	22	27	21	23	20
Laissez-faire	10	4	10	10	13
Servant	8	12	8	7	
Transactional	4	6	3	4	
Autocratic	1		1	2	

4.2.5 Preferred Leadership Style as a Leader by Generation

When asked about their preferred leadership style if they were to become leaders themselves, the findings remained consistent. The majority of respondents (55%) expressed a preference for transformational leadership, indicating that they aspire to exhibit characteristics such as inspiration, vision, and personal development when

assuming leadership roles (Table 4.16). This suggests that employees recognize the positive impact of transformational leadership and strive to emulate those qualities.

Table 4.16 Preferred Leadership Style as a Leader by Generation

Preferred leadership style as a leader	Generation				
	Total ---------------	Gen Z ---------------	Gen Y ---------------	Gen X ---------------	Baby Boomers ---------------
Base: Total	531	52	301	163	15
%					
Transformational	55	48	56	54	73
Democratic	24	25	22	29	20
Servant	10	10	11	11	
Laissez-faire	6	8	8	3	
Transactional	2	4	2	1	
Autocratic	1		0	1	7

It is interesting to note that baby boomers had a significantly higher preference for transformational leadership (73%) when compared to the overall average. This finding suggests that baby boomers, who may have more leadership experience and a longer tenure in the workforce, place a greater emphasis on the transformative and inspirational aspects of leadership.

4.2.6 Desired Leadership Behaviors by Followers for Best Performance

The study also explores the desired leadership behaviors rather than focusing solely on leadership styles. The top three desired behaviors were "clear direction", being "people-oriented", and "recognizing achievement" (Table 4.17). These findings were consistent across all generations, indicating that employees value leaders who provide clarity in their expectations, demonstrate a genuine concern for their team members' well-being, and acknowledge and appreciate their achievements.

Furthermore, it is worth noting that both Gen Y and Baby Boomers had a higher preference for "clear direction" compared to the overall average. This suggests that these generational groups place a particular emphasis on leaders who can provide a sense of guidance and purpose, which can contribute to their overall job satisfaction and

performance. As for Gen Z, "approachable" emerged as the second most important leadership quality, in place of "people-oriented". This implies that they value their leaders to interact with them and contribute to a positive work environment.

Table 4.17 Desired Leadership Behaviors by Generation

Desired leadership behaviors to enable best performance	Generation				
	Total	Gen Z	Gen Y	Gen X	Baby Boomers
Base: Total	531	52	301	163	15
%					
Clear direction	56	52	59	50	60
People-oriented	44	35	44	45	53
Recognize achievement	36	38	36	38	20
Intelligent	30	25	32	29	27
Lead by example	29	37	29	28	27
Approachable	29	48	29	24	33
Confident	20	13	19	23	33
Show empathy	16	19	16	15	20
Task-oriented	15	21	14	15	20
Embrace diversity	15	8	14	18	7
Mean Number of Mentions	2.90	2.96	2.91	2.87	3.00

4.2.7 Team Dynamics of Multigenerational Diversity

The study explores the team dynamics of employees regarding multigenerational diversity, including (1) whether they enjoy working in a team with diverse age groups, (2) whether they find different generations bring valuable perspectives to work, and (3) whether there are conflicts due to generational differences.

When respondents were asked whether they enjoy working with diverse age groups, a significant majority of 89% "strongly agreed" or "agreed" that they enjoy working in such teams (Table 4.18). This indicates that the vast majority of employees appreciate and enjoy the opportunity to collaborate with colleagues from different generations.

Further analysis of supervisors' leadership style perceived by followers reveals that those who worked under servant leaders scored relatively higher in the neutral response. Specifically, 30% of the respondents working under servant leaders scored neutral,

indicating a more ambivalent or undecided stance. On the other hand, a larger percentage of employees who worked under servant leaders, 70% of them, scored in the top two boxes ("strongly agreed" or "agreed") when asked about enjoying working in a team with a diverse age group (Table 4.18). This suggests that while there may be a slightly higher level of neutrality among employees under servant leaders, the majority still appreciate and enjoy the diversity of age groups in their teams.

Table 4.18 Followers' Perception of Multigenerational Diversity by Supervisors' Leadership Style:
I enjoy working in a team with diverse age groups.

Perception of Multigenerational Diversity - I enjoy working in a team with diverse age groups.	Total ---------------	Key Leadership Style					
		Transformational ---------------	Autocratic ---------------	Democratic ---------------	Transactional ---------------	Laissez-faire ---------------	Servant ---------------
Base: Total	531	184	40	161	28	86	27
%							
Strongly Agree	51	54	53	50	50	52	30
Agree	38	37	33	41	32	37	41
Neutral	10	8	13	7	14	10	30
Disagree	1		3	2	4		
Strongly Disagree	0	1					
Top 2 Box score	89	91	85	91	82	90	70
Bottom 2 Box score	1	1	3	2	4		
Mean	4.37	4.42	4.35	4.39	4.29	4.42	4.00

When analyzed by generation, baby boomers stood out with 80% of respondents strongly agree, suggesting that they particularly value and enjoy working with colleagues from diverse age groups. Gen X also showed a relatively higher percentage of strongly agree responses at 64% compared to the average of 51% (Table 4.19). Both of these generations may have had more exposure to working in multi-generational teams throughout their careers, leading to a greater appreciation for the benefits of diverse perspectives and experiences.

Table 4.19 Followers' Perception of Multigenerational Diversity by Generation: I enjoy working in a team with diverse age groups.

Perception of Multigenerational Diversity - I enjoy working in a team with diverse age groups.	Generation				
	Total	Gen Z	Gen Y	Gen X	Baby Boomers
	---------------	---------------	---------------	---------------	---------------
Base: Total	531	52	301	163	15
%					
Strongly Agree	51	23	47	64	80
Agree	38	40	41	33	20
Neutral	10	33	11	2	
Disagree	1	4	1	1	
Strongly Disagree	0		0	1	
T2B	89	63	88	96	100
B2B	1	4	1	1	
Mean	4.37	3.83	4.34	4.58	4.80

When respondents were asked whether they find different generations bring valuable perspectives to their work, 91% agreed or strongly agreed (Table 4.20 and 4.21). This finding highlights that employees across different leadership styles and all generations recognize and appreciate the unique insights and experiences that individuals from different generations bring to the workplace.

While the findings show that the perception of values from multigenerational diversity across supervisors of different leadership styles is similar, there is a slight variation when analyzed by generations. Gen X, in particular, had a significantly higher percentage of "strongly agree" responses at 72%, indicating that they strongly believe in the importance of diverse generational perspectives (Table 4.21). This generation, often characterized as the "bridge" between older and younger generations, may have a unique appreciation for the insights and contributions that each generation can offer.

Table 4.20 Followers' Perception of Multigenerational Diversity by Supervisors' Leadership Style:
I find that different generations bring valuable perspectives to our work.

Perception of Multigenerational Diversity - I find that different generations bring valuable perspectives to our work.	Key Leadership Style						
	Total	Transformational	Autocratic	Democratic	Transactional	Laissez-faire	Servant
Base: Total	531	184	40	161	28	86	27
%							
Strongly Agree	57	63	50	56	57	58	30
Agree	34	29	35	37	29	35	48
Neutral	8	6	10	7	11	7	22
Disagree	1	1	5		4		
Strongly Disagree	0	1					
Top 2 Box score	91	92	85	93	86	93	78
Bottom 2 Box score	1	2	5		4		
Mean	4.46	4.51	4.30	4.49	4.39	4.51	4.07

Table 4.21 Followers' Perception of Multigenerational Diversity by Generation:
I find that different generations bring valuable perspectives to our work.

Perception of Multigenerational Diversity - I find that different generations bring valuable perspectives to our work.	Generation				
	Total	Gen Z	Gen Y	Gen X	Baby Boomers
Base: Total	531	52	301	163	15
%					
Strongly Agree	57	42	51	72	60
Agree	34	38	38	25	40
Neutral	8	17	9	3	
Disagree	1	2	1		
Strongly Disagree	0		0	1	
T2B	91	81	89	96	100
B2B	1	2	2	1	
Mean	4.46	4.21	4.38	4.67	4.60

When asked if there are conflicts in their teams due to generational differences, 65% of respondents disagreed or strongly disagreed (Table 4.22 and 4.23). This suggests that a majority of employees do not perceive significant conflicts arising from generational differences in their teams.

The analysis of the data reveals interesting findings regarding the relationship between leadership styles and the perception of conflicts in teams due to generational differences. Employees who work under autocratic and transactional leaders showed a higher percentage of selecting a neutral response, 38% and 36% respectively compared to the

overall average of 20% (Table 4.22). These leadership styles often involve a top-down approach to decision-making, where leaders make decisions and provide directives without actively involving team members. This type of leadership may discourage open communication and limit opportunities for team members to express their opinions or concerns about generational differences. As a result, employees may feel unsure or neutral about the presence of conflicts, as they might not have a clear understanding of how generational differences impact their team dynamics.

Table 4.22 Followers' Perception of Multigenerational Diversity by Supervisors' Leadership Style: There are conflicts in my team due to generational differences.

Perception of Multigenerational Diversity - There are conflicts in my team due to generational differences.	Total	Key Leadership Style					
		Transformational	Autocratic	Democratic	Transactional	Laissez-faire	Servant
Base: Total	531	184	40	161	28	86	27
%							
Strongly Agree	4	5	5	2	7	3	7
Agree	11	11	8	11	4	14	15
Neutral	20	20	38	14	36	19	7
Disagree	29	28	25	33	18	29	33
Strongly Disagree	36	36	25	39	36	35	37
Top 2 Box score	16	17	13	14	11	17	22
Bottom 2 Box score	65	64	50	72	54	64	70
Mean	2.19	2.23	2.43	2.05	2.29	2.22	2.22

Table 4.23 Followers' Perception of Multigenerational Diversity by Generation: There are conflicts in my team due to generational differences.

Perception of Multigenerational Diversity - There are conflicts in my team due to generational differences.	Total	Generation			
		Gen Z	Gen Y	Gen X	Baby Boomers
Base: Total	531	52	301	163	15
%					
Strongly Agree	4	4	6	2	
Agree	11	17	12	8	13
Neutral	20	19	21	18	20
Disagree	29	23	30	29	27
Strongly Disagree	36	37	32	42	40
T2B	16	21	18	10	13
B2B	65	60	62	72	67

When analyzed by generation, Gen X had the highest percentage of respondents selecting the bottom two boxes ("strongly disagree" or "disagree") at 72% (Table 4.23). This finding may indicate that Gen X employees experience fewer conflicts related to generational differences in their teams compared to other generations. This could be attributed to their ability to navigate and bridge gaps between different generations, drawing from their own experiences as well as their understanding of the values and perspectives of both older and younger colleagues.

The overarching findings of the different aspects of this study relating to Research Question One are summarized in Table 4.24.

Table 4.24 The Overarching Findings on the Impact of Leadership Style

	Overarching Findings on the Impact of Leadership Style						
Themes	Transformational	Transactional	Democratic	Autocratic	Laissez-faire	Servant	Multi-style
The Prevalent Leadership Styles of Supervisors	★		★				★
Significant positive influence on employee's engagement	★		★				
Significant positive influence on employee's job performance	★		★	★	★		
Preferred Leadership Style to be Adopted by Supervisors	★		★				
Preferred Leadership Style as a Leader	★		★				
Desired Leadership Behaviors by Followers for Best Performance	clear direction, people-oriented, recognizing achievements						
Enjoy the most the multi-generational diversity	★		★		★		
Value the most the multi-generational diversity	★						
Experience the lowest conflicts arise from multi-generational diversity	★		★				

Overall, the findings demonstrate that employees generally enjoy working with diverse age groups and find value in the unique perspectives that different generations bring to the workplace. The relatively low reported conflicts related to generational differences indicate positive and harmonious dynamics in the work environment in these surveyed corporations.

4.3 Research Question Three

The third research question this study aims to address is: How do the effects of leadership styles on employee engagement and job performance vary between the cultural contexts of Asia and Europe?

The survey findings confirmed that leadership style has a significant impact on job performance from the perspective of followers, with some differences between Asia and Europe.

In Asia, respondents who experienced transformational leadership style reported a strong positive influence on their job performance. The majority (96%) of these respondents selected the top two boxes, indicating that they were strongly or somewhat positively influenced (Table 4.25). This suggests that transformational leadership, which focuses on inspiring and motivating followers, is highly effective in Asia.

Similarly, under the democratic leadership style, 92% of Asian respondents selected the top two boxes, indicating that they felt positively influenced by this style (Table 4.25). Democratic leadership involves involving followers in decision-making and fostering a sense of participation and collaboration.

In Europe, the impact of transformational leadership style on job performance was also positive, but slightly lower than in Asia. Specifically, 89% of European respondents selected the top two boxes, indicating a strong or somewhat positive influence (Table 4.25). While still majority positive, this suggests that transformational leadership may have a slightly lesser impact on job performance in Europe compared to Asia.

When it comes to democratic leadership style in Europe, 40% of respondents were strongly positively influenced, compared to 37% in Asia (Table 4.25). This suggests that

democratic leadership has a slightly higher impact on job performance in Europe compared to Asia.

Table 4.25 Impact of Leadership Style on Job Performance by Region

Impact of Leadership Style	Total	Asia						Europe					
		Supervisor's Key Leadership Style					Style Mix	Supervisor's Key Leadership Style					Style Mix
		Transform-ational	Autocratic	Democratic	Transactional	Laissez-faire	Democratic AND Transform-ational	Transform-ational	Autocratic	Democratic	Transactional	Laissez-faire	Democratic AND Transform-ational
Base: Total	531	105	21	91	20	41	75	79	19	70	8	45	51
%													
Strongly positively influenced	41	55	10	37	30	20	56	62	11	40	63	31	63
Somewhat positively influenced	41	41	48	55	40	39	40	27	21	41	13	40	31
Does not influence my job performance	11	3	24	7	20	22	1	6	26	14	13	20	4
Somewhat negatively influenced	5	1	19	1	10	17	3	5	21	4	13	4	2
Strongly negatively influenced	2					2			21			4	
T2B	82	96	57	92	70	59	96	89	32	81	75	71	94
B2B	7	1	19	1	10	20	3	5	42	4	13	9	2
Mean	4.14	4.50	3.48	4.29	3.90	3.56	4.49	4.46	2.79	4.17	4.25	3.89	4.55

Furthermore, the survey revealed that in both Asia and Europe, a majority of the respondents, 96% and 94% respectively, who identified their leaders as having a multi-style approach (democratic and transformational) had a strong positive influence on their performance (Table 4.25), as indicated by their selection of the top two boxes. This finding suggests that both Asian and European followers respond positively when leaders demonstrate versatility and adaptability in their leadership approaches.

Overall, the findings suggest that transformational leadership style generally has a strong positive impact on job performance in both Asia and Europe, although the effect may be slightly stronger in Asia. Additionally, while the democratic leadership style is well-received by Asian followers, it appears to have a more mixed impact on European followers. Finally, the presence of leaders with a multi-style approach seems to have a particularly strong positive influence on job performance in both Asia and Europe.

The research findings also shed light on the impact of leadership styles on employee engagement in different regions. According to the research findings, when it comes to employee engagement, there are some similarities and differences between Asia and Europe under different leadership styles.

Table 4.26 Impact of Leadership Style on Employee Engagement by Region

Engagement	Total	Asia						Europe					
		Supervisor's Key Leadership Style					Style Mix	Supervisor's Key Leadership Style					Style Mix
		Transform-ational	Autocratic	Democratic	Transactional	Laissez-faire	Democratic AND Transform-ational	Transform-ational	Autocratic	Democratic	Transactional	Laissez-faire	Democratic AND Transform-ational
Base: Total	531	105	21	91	20	41	75	79	19	70	8	45	51
Excellent	20	19	10	13		15	15	29	16	34	25	24	41
Good	54	64	57	51	45	34	65	53	37	50	50	49	45
Neutral	23	16	29	33	50	46	20	15	21	16	25	20	14
Poor	3	1	5	2	5	5			3	26			4
Very poor	0			1									2
T2B	74	83	67	64	45	49	80	82	53	84	75	73	86
B2B	3	1	5	3	5	5		3	26			7	
Mean	3.90	4.01	3.71	3.73	3.40	3.59	3.95	4.09	3.42	4.19	4.00	3.89	4.27

In Asia, respondents who experienced transformational leadership style reported high levels of engagement, with 83% of them selecting the top two boxes (Table 2.26). This suggests that transformational leaders, who inspire and motivate their followers, are successful in fostering engagement among Asian employees.

Similarly, when leaders in Asia adopted a combination of democratic and transformational leadership styles (multi-style approach), 80% of the respondents selected the top two boxes, indicating a high level of engagement (Table 2.26). This finding suggests that a blend of leadership styles that involves both democratic decision-making and transformational inspiration can effectively engage employees in an Asian context.

In Europe, both democratic leadership style was associated with high levels of engagement. Under democratic leadership, 84% of European respondents selected the top two boxes, indicating a strong level of engagement. Similarly, under transformational

leadership, 82% of respondents selected the top two boxes, suggesting a positive impact on engagement (Table 2.26). These findings imply that both leadership styles are effective in promoting engagement among European employees.

Furthermore, the research revealed that a multi-style approach (combining democratic and transformational leadership) had the highest impact on engagement in Europe. Specifically, 86% of European respondents who experienced a multi-style leadership approach selected the top two boxes, indicating a strong level of engagement (Table 2.26). This suggests that European employees are particularly engaged when leaders exhibit versatility and adaptability in their leadership styles.

Overall, the findings indicate that transformational leadership style has a positive impact on engagement in both Asia and Europe. Additionally, the combination of democratic and transformational leadership styles (multi-style approach) appears to be effective in fostering engagement among employees in both regions. These results highlight the importance of leadership styles in promoting employee engagement and suggest that certain styles may be more effective in different cultural contexts.

Followers in Asia felt less engaged under the transactional and laissez-faire leadership styles, with only 45% and 49% selecting the top two boxes respectively; while in Europe, followers rated the autocratic style as most negatively impacting their engagement, with 26% selecting the bottom two boxes (Table 2.27).

For preferred leadership style, both Asian and European respondents expressed a preference for transformational leadership style, regardless of their generational differences. (Table 2.28)

Table 4.27 Preferred Leadership Style by Region

Preferred Leadership Style	Total	Region		Region x Generation							
		Asia	Europe	Asia				Europe			
				Gen Z	Gen Y	Gen X	Baby Boomers	Gen Z	Gen Y	Gen X	Baby Boomers
Base: Total	531	298	233	34	187	73	4	18	114	90	11
%											
Transformational	54	50	59	44	51	47	100	50	63	56	55
Democratic	22	26	18	29	24	30		22	17	18	27
Laissez-faire	10	8	12	6	9	10			13	11	18
Servant	8	9	7	12	10	4		11	4	10	
Transactional	4	4	3	6	4	4		6	2	3	
Autocratic	1	2	0		2	4			1		

For desired leadership behaviors, both Asian and European respondents selected the same top three preferences: "clear direction," "people-oriented," and "recognize achievement." (Table 2.28)

Table 4.28 Desired Leadership Behaviors by Region

Desired Leadership Behaviors	Total	Region		Region x Generation							
		Asia	Europe	Asia				Europe			
				Gen Z	Gen Y	Gen X	Baby Boomers	Gen Z	Gen Y	Gen X	Baby Boomers
Base: Total	531	298	233	34	187	73	4	18	114	90	11
%											
Clear direction	56	61	49	44	63	63	75	67	54	40	55
People-oriented	44	42	46	38	41	44	50	28	47	47	55
Recognize achievement	36	34	39	29	36	30	25	56	35	44	18
Intelligent	30	31	30	38	29	30	50		37	29	18
Lead by example	29	28	32	32	28	26		44	31	30	36
Approachable	29	23	38	44	21	16	25	56	41	30	36
Confident	20	22	17	21	20	26	25		16	20	36
Show empathy	16	15	18	18	15	12	25	22	17	18	18
Task-oriented	15	17	13	21	16	16	25	22	11	13	18
Embrace diversity	15	18	10	9	20	18		6	4	19	9
Mean Number of Mentions	2.90	2.89	2.92	2.94	2.90	2.82	3.00	3.00	2.92	2.90	3.00

When asked about the perceived job performance, the findings indicate Europeans rated their job performance higher compared to Asian respondents. Specifically, 95% of Europeans selected the top two boxes ("excellent" and "good"), indicating a high level of satisfaction with their job performance. In contrast, 84% of Asian respondents selected the top two boxes, suggesting a slightly lower level of self-assessed job performance among this group (Table 2.29).

Table 4.29 Perceived Job Performance by Region

Perceived Job Performance	Total	Region		Region x Generation							
		Asia	Europe	Asia				Europe			
				Gen Z	Gen Y	Gen X	Baby Boomers	Gen Z	Gen Y	Gen X	Baby Boomers
Base: Total	531	298	233	34	187	73	4	18	114	90	11
%											
Excellent	27	19	38	21	18	18	50	33	31	47	45
Good	62	65	58	68	66	64	50	61	66	48	45
Neutral	10	15	4	12	16	18		6	2	6	9
Poor	1	0	1		1				2		
Very poor											
T2B	89	84	95	88	84	82	100	94	96	94	91
B2B	1	0	1		1				2		
Mean	4.16	4.03	4.32	4.09	4.02	4.00	4.50	4.28	4.25	4.41	4.36

The findings on group dynamics show that European respondents reported higher levels of enjoyment when working in teams with diverse age groups compared to Asian respondents. The mean rating for Europeans was 4.49, while for Asians it was 4.28 on a scale of 1 to 5. Additionally, 91% of Europeans and 87% of Asians selected the top two boxes ("strongly agree" and "agree") when asked if they enjoyed working in diverse age groups, indicating a generally positive sentiment toward diverse teams in both regions (Table 4.30).

Similarly, when asked about the valuable perspectives brought by different generations to work, both Asian and European respondents showed similar responses (Table 4.31). Specifically, 91% and 87% of Europeans and Asians respectively selected the top two boxes ("strongly agree" and "agree"). They agreed that different generations bring valuable perspectives, suggesting an appreciation for the diverse insights and experiences that individuals from different age groups bring to the workplace.

Table 4.30 Followers' Perception of Multigenerational Diversity by Region:
I enjoy working in a team with diverse age groups.

Perception of Multigenerational Diversity - I enjoy working in a team with diverse age groups.	Total	Region		Region x Generation							
				Asia				Europe			
		Asia	Europe	Gen Z	Gen Y	Gen X	Baby Boomers	Gen Z	Gen Y	Gen X	Baby Boomers
Base: Total	531	298	233	34	187	73	4	18	114	90	11
%											
Strongly Agree	51	44	60	21	47	44	100	28	47	80	73
Agree	38	43	31	50	40	49		22	43	19	27
Neutral	10	12	8	26	12	4		44	9	1	
Disagree	1	1	0	3	1	1		6			
Strongly Disagree	0	0	0			1			1		
T2B	89	87	91	71	87	93	100	50	90	99	100
B2B	1	2	1	3	1	3		6	1		
Mean	4.37	4.28	4.49	3.88	4.32	4.33	5.00	3.72	4.36	4.79	4.73

Table 4.31 Followers' Perception of Multigenerational Diversity by Region:
I find that different generations bring valuable perspectives to our work.

Perception of Multigenerational Diversity - I find that different generations bring valuable perspectives to our work.	Total	Region		Region x Generation							
				Asia				Europe			
		Asia	Europe	Gen Z	Gen Y	Gen X	Baby Boomers	Gen Z	Gen Y	Gen X	Baby Boomers
Base: Total	531	298	233	34	187	73	4	18	114	90	11
%											
Strongly Agree	57	51	64	44	49	60	75	39	55	81	55
Agree	34	38	29	38	40	33	25	39	34	18	45
Neutral	8	9	6	18	10	5		17	9	1	
Disagree	1	1	1		2			6	1		
Strongly Disagree	0	0	0			1			1		
T2B	91	89	93	82	89	93	100	78	89	99	100
B2B	1	1	1		2	1		6	2		
Mean	4.46	4.39	4.55	4.26	4.36	4.51	4.75	4.11	4.42	4.80	4.55

The study also investigated the perception of conflicts arising from generational differences within teams. European respondents reported a mean rating of 1.96, indicating a low level of agreement with such conflicts. In contrast, Asian respondents reported a mean rating of 2.37, suggesting a slightly higher level of agreement with the presence of conflicts (Table 4.32). These findings imply that European respondents perceive fewer conflicts resulting from generational differences within their teams, while Asian respondents perceive a slightly higher occurrence of such conflicts.

Table 4.32 Followers' Perception of Multigenerational Diversity by Region:
There are conflicts in my team due to generational differences.

Perception of Multigenerational Diversity - There are conflicts in my team due to generational differences	Total	Region		Region x Generation							
		Asia	Europe	Asia				Europe			
				Gen Z	Gen Y	Gen X	Baby Boomers	Gen Z	Gen Y	Gen X	Baby Boomers
Base: Total	531	298	233	34	187	73	4	18	114	90	11
%											
Strongly Agree	4	5	3	3	6	4		6	4	1	
Agree	11	12	11	18	11	10	50	17	14	7	
Neutral	20	25	12	24	25	27		11	13	10	27
Disagree	29	30	27	29	29	32	50	11	30	28	18
Strongly Disagree	36	28	47	26	28	27		56	39	54	55
T2B	16	17	14	21	17	14	50	22	18	8	
B2B	65	58	74	56	58	59	50	67	68	82	73
Mean	2.19	2.37	1.96	2.41	2.37	2.32	3.00	2.06	2.16	1.72	1.73

When interpreting the impact of national culture between Asia and Europe, on the interpretation of leadership styles, descriptive statistics provide a summary of the data, but they may not adequately capture the complexity and nuances of cultural dimensions, such as individualism-collectivism, power distance, uncertainty avoidance, which are encompassed within the construct of national culture.

To establish statistical significance, the study employed regression analysis. These analyses allowed for testing the significance of relationships and drawing more robust conclusions about the impact of national culture on leadership style interpretations. Specifically, regression analysis was used to examine the relationships between the independent variable (leadership styles), and mediator variables (multigenerational diversity, national culture) on the dependent variables (employee engagement) as illustrated in Figure 4.1.

Figure 4.1 Mediation Analysis Model
Exploring the Impact of Mediator Variables on Independent Variables (Leadership Styles) and Dependent Variables (Employee Engagement and Performance)
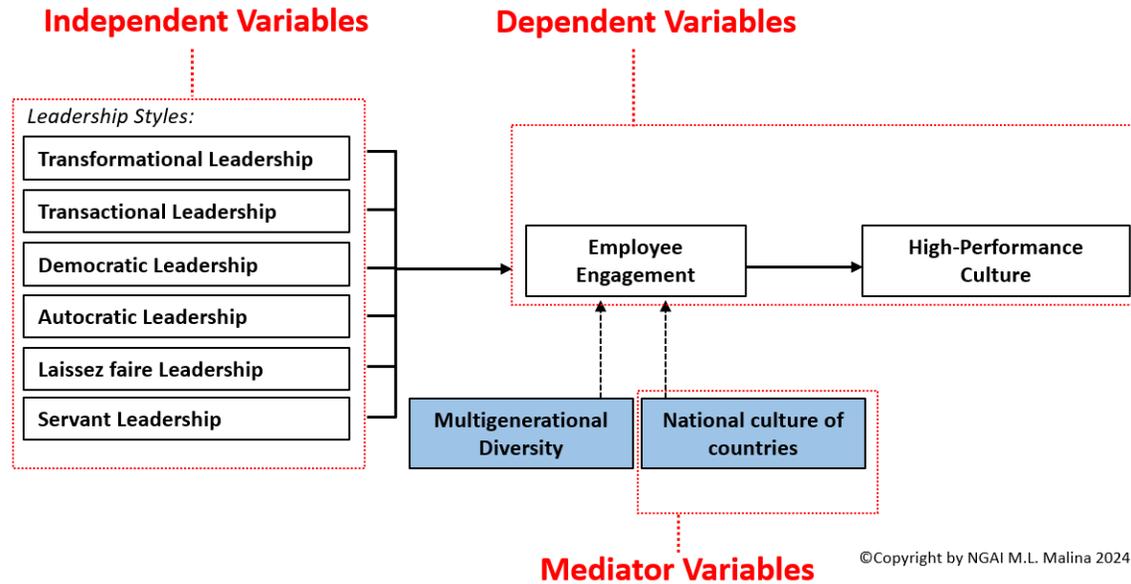
The findings of the correlation analysis indicated that there was an insignificant correlation coefficient between the national culture on the impact of leadership style (Table 4.33). This implied that culture does not mediate the perception of leaders' influence on job performance. Respondents from both regions, regardless of cultural background, believe that transformational and/or democratic leadership styles have a positive impact on their job performance (Table 4.25). This indicates a shared understanding that leaders who exhibit transformational or democratic behaviors can enhance their subordinates' performance. Additionally, both Asian and European respondents perceive autocratic leadership style as having a somewhat negative influence on job performance. This finding suggests a consensus across cultures regarding the impact of different leadership styles on performance.

Table 4.33 Regression Analysis of the Effect of National Culture on Impact of Leadership Style

Leadership Styles	Europe		Asia	
	Coefficients	Significance	Coefficients	Significance
Laissez-faire	-0.10	*Not significant*	0.12	*Not significant*
Autocratic	-0.13	*Not significant*	0.08	*Not significant*
Transformational	-0.20	*Not significant*	0.05	*Not significant*
Servant	-0.20	*Not significant*	-0.01	*Not significant*
Democratic	-0.21	*Not significant*	-0.06	*Not significant*
Transactional	-0.25	*Not significant*	-0.20	*Not significant*

Looking at the effect of national culture on engagement and job performance, the regression analysis shows a positive relationship between leadership style and employee engagement in Europe. The coefficient of 0.23 suggests that for every unit increase in leadership style, employee engagement increases by 0.23 units in the European context. Similarly, there is a positive relationship between leadership style and job performance in Europe, with a coefficient of 0.30 indicating that for every unit increase in leadership style, job performance increases by 0.30 units (Table 4.34). This suggests that culture may act as a mediation factor in terms of engagement and job performance.

Table 4.34 Regression Analysis of the Effect of National Culture on Engagement, Job Performance

Culture	Influence on Engagement		Influence on Job Performance	
	Coefficients	Significance	Coefficients	Significance
Europe	0.23	*Significant*	0.30	*Significant*
Asia	N/A		N/A	

The coefficient for the Asia data is not available, possibly due to missing values for the variables involved in the regression analysis. As a result, the analysis could not make any direct interpretations regarding the influence of leadership style on employee engagement in the Asian context.

The overarching findings of the different aspects of this study relating to Research Question Three are summarized in Table 4.35.

Table 4.35 The Overarching Findings on the Impact of Leadership Style from a Cultural Perspective

	Overarching Findings on the Impact of Leadership Style from a Cultural Perspective						
Themes	**Transformational**	**Transactional**	**Democratic**	**Autocratic**	**Laissez-faire**	**Servant**	**Multi-style** (Democratic + Transformational)
The Prevalent Leadership Styles of Supervisors	★ Asia; Europe (2nd)		★ Asia & Europe				★ Asia & Europe
Significant positive influence on employee's engagement	★ Asia & Europe		★ Europe				★ Asia & Europe
Significant positive influence on employee's job performance	★ Asia		★ Asia				★ Asia & Europe
Preferred Leadership Style to be Adopted by Supervisors	★ Asia & Europe		★ Asia & Europe (2nd)				
Preferred Leadership Style as a Leader	★ Asia & Europe		★ Asia & Europe (2nd)				
Desired Leadership Behaviors by Followers for Best Performance	Asia & Europe: clear direction, people-oriented, recognizing achievements						
Enjoy the most the multi-generational diversity	More so in Europe						
Value the most the multi-generational diversity	More so in Europe						
Experience the lowest conflicts arise from multi-generational diversity	More so in Europe						

4.2 Summary of Findings

The research study aimed to investigate the influence of leadership styles on employee engagement and job performance from the perspective of followers. The study collected data through a large-scale online questionnaire survey to achieve a wise coverage of geography and generations in the sample.

The findings indicated that the most prevalent leadership styles perceived by participants were transformational and democratic. A significant proportion of respondents described their supervisors as exhibiting these prevalent leadership styles. It was also noted that many participants believed their supervisors demonstrated a combination of both styles rather than just one single style.

Furthermore, the research found that leadership style had a significant positive impact on employee job performance. Transformational, democratic, and servant leadership styles were associated with higher levels of engagement and performance, while autocratic leadership showed a relatively negative impact.

Regarding employee engagement, transformational and democratic leadership styles were found to have significant positive effects. Participants who experienced these leadership styles expressed higher levels of engagement.

In terms of preferred leadership styles, the majority of participants preferred transformational leadership, indicating a strong preference for this style. However, it was interesting to note that some respondents who perceived their supervisors as democratic preferred a transformational leadership style, suggesting a desire for a more transformational approach.

The findings also highlighted the importance of aligning leadership styles with employees' preferences and experiences. Participants who had experienced transformational leadership were more likely to prefer the same style if they were in a leadership position themselves.

Furthermore, it is worth noting that both Gen Y and Baby Boomers had a higher preference for "clear direction" compared to the overall average. This suggests that these generational groups place a particular emphasis on leaders who can provide a sense of guidance and purpose, which can contribute to their overall job satisfaction and performance. As for Gen Z, "approachable" emerged as the second most important leadership quality, in place of "people-oriented". This implies that they value their leaders to interact with them and contribute to a positive work environment.

The study also investigated the team dynamics in the multigenerational workplace. The majority of the respondents agreed that they enjoyed working in teams with diverse age groups and believed that different generations brought valuable perspectives to their work. Baby Boomers and Gen X strongly express enjoyment in working in teams with diverse age groups. However, less proportion of Gen Z participants enjoyed working in diverse age groups, with a significant proportion expressing neutrality.

The study also explored the impact of gender on self-rated engagement and job performance. While both male and female respondents reported high levels of engagement, male respondents tended to rate their job performance higher than female respondents.

With regards to the cultural context, the study examined the influence of national culture, specifically Asia and Europe on leadership styles and their impact on employee engagement and job performance. The findings suggest that leadership styles have a significant impact on employee engagement and job performance, with some variations between Asia and Europe.

In both Asia and Europe, transformational leadership style was found to have a strong positive influence on job performance. However, this impact was slightly higher in Asia compared to Europe. Similarly, the democratic leadership style was well-received by Asian followers and had a slightly higher impact on job performance in Europe.

Furthermore, leaders who demonstrated a multi-style approach incorporating both democratic and transformational leadership styles had a particularly strong positive influence on job performance in both Asia and Europe. This highlights the importance of leaders being versatile and adaptable in their approaches.

Regarding employee engagement, the transformational leadership style was found to foster high levels of engagement in both Asia and Europe. Additionally, a combination of democratic and transformational leadership styles was effective in promoting engagement in both regions.

The preferred leadership style for both Asian and European respondents was transformational, indicating a preference for leaders who inspire and motivate. The

desired leadership behaviors were also similar, with both groups valuing clear direction, being people-oriented, and recognizing achievement.

There were some differences in perceptions of job performance between Asians and Europeans, with Europeans rating their job performance higher overall. Additionally, Europeans reported higher levels of enjoyment when working in teams with diverse age groups compared to Asians.

Both Asian and European respondents agreed that different generations bring valuable perspectives to work, indicating an appreciation for the insights and experiences of individuals from different age groups. However, there was a slightly higher perception of conflicts arising from generational differences among Asian respondents compared to Europeans.

The study also examined the impact of national culture on leadership style interpretations. The findings indicated that national culture did not mediate the perception of leaders' influence on job performance. There was a shared understanding across cultures regarding the positive impact of transformational and democratic leadership styles on job performance.

4.2 Conclusion
In conclusion, the study shows that leadership styles have a significant impact on employee engagement and job performance from the followers' perspective. Transformational and democratic leadership styles were found to positively influence engagement, while laissez-faire leadership style showed good performance but lower job satisfaction.

The desired leadership styles for enabling the best performance were identified as transformational and democratic leadership. Respondents expressed a preference for

leaders who demonstrated a combination of two leadership styles rather than relying on a single style.

Regarding generational differences, no significant variations were observed in the preferred behaviors of leadership styles on engagement and job performance, namely 'clear direction', 'people-oriented', and 'recognition of achievements'. However, being 'approachable 'was ranked as a desired behavior specifically for Generation Z.

The study also highlighted the value of working in teams with diverse age groups, with a high percentage of respondents acknowledging its importance. However, Gen Z respondents reported slightly lower enjoyment of such diversity compared to other generations.

In terms of cultural differences between Asia and Europe, no significant variations were found in the impact of leadership styles on engagement and job performance. However, the democratic leadership style had a more positive influence on engagement in Europe, while in Asia it had a more positive influence on job performance.

Overall, the findings indicate that transformational and democratic leadership styles are important for promoting engagement and job performance. While some preferences and variations exist across different generations and cultural contexts, the study highlights the significance of these leadership styles in fostering positive outcomes in the workplace.

Chapter V:
DISCUSSION

5.1 Discussion of Results for Research Question One

Research Question One: What leadership styles, from the followers' perspective, positively influence their engagement and job performance?

Hypothesis Statement One: Multi-style leadership, as perceived by followers, has the most significant positive influence on their engagement and job performance compared to other leadership styles.

The findings of this study offer valuable insights into the relationship between leadership styles and employee engagement and job performance, addressing research question one and hypothesis one. Research question one aimed to examine the impact of different leadership styles on employee outcomes, while hypothesis one proposed that multi-style leadership, as perceived by followers, would have the most significant positive influence on engagement and job performance compared to other leadership styles.

The results of the study provide robust support for hypothesis one, indicating that multi-style leadership, particularly transformational and democratic leadership, exerts a substantial positive influence on employee engagement and job performance. A significant proportion of participants perceived their supervisors as exhibiting either a transformational or democratic leadership style, highlighting the prevalence and effectiveness of these leadership approaches within the surveyed sample.

Transformational leadership, characterized by inspiring and motivating followers to go beyond their self-interests, emerged as a dominant and highly valued leadership style among the participants. This style encourages employees to develop their skills, fosters a

sense of purpose, and creates a climate of trust and collaboration. The findings suggest that employees respond favorably to leaders who exhibit transformational behaviors, which in turn enhances their engagement and job performance.

Similarly, democratic leadership, which involves involving employees in decision-making and valuing their input, was also perceived positively and associated with higher ratings of engagement and job performance. This style promotes a sense of empowerment and ownership among employees, leading to higher levels of engagement and job satisfaction. By giving employees a voice and involving them in the decision-making process, leaders foster a sense of commitment and motivation, ultimately resulting in improved job performance.

The study's findings also provide insights into the significance of multi-style leadership, which combines two or more leadership styles, in enhancing employee outcomes. A significant portion of the participants were highly engaged and perceived their supervisors as exhibiting more than one leadership style. Leaders who possess the ability to adapt their leadership styles based on the situation and the needs of their followers are more likely to create a work environment that promotes engagement and high performance. The integration of different leadership behaviors can be beneficial in maximizing employee outcomes and fostering a positive and motivating work environment.

Moreover, the alignment between perceived and preferred leadership styles is an important aspect emphasized by the study. Participants' preferences for transformational leadership as their own preferred style indicate that they recognize its effectiveness and impact. This finding suggests that individuals who have experienced positive outcomes associated with transformational leadership are inclined to adopt and prefer this style when they envision themselves in leadership positions. It highlights the influence of

personal experiences and perceptions in shaping individuals' preferences for their own leadership approach.

However, it is worth noting that a significant proportion of participants did not prefer either transformational or democratic leadership styles for their supervisors. This finding suggests that there may be other leadership styles or factors influencing their preferences, which could be explored in future research. It indicates that the initial hypothesis does not fully capture the complexity of followers' preferences and experiences with different leadership styles.

The implications of these findings for leadership development and training programs are substantial. Organizations should focus on developing leaders who can effectively exhibit transformational and democratic leadership styles to meet the preferences and needs of their followers. The findings highlighted the three most desirable leadership qualities, namely, providing clear direction, being people-oriented, and recognizing achievements. As for Gen Z, they voiced out that leaders being approachable is what they expect. Providing opportunities for leaders to enhance their skills in these areas, based on the preferences of their employees, can lead to improved leadership effectiveness and ultimately contribute to better employee engagement and enable optimal performance.

Additionally, the study emphasizes the importance of considering individual and contextual factors when determining the most effective leadership behaviors for enhancing performance. Further research could explore the underlying reasons behind participants' preferences for specific leadership styles as leaders. Factors such as personality traits, or prior leadership experiences could be investigated to better understand these preferences. Moreover, examining the outcomes and effectiveness of different leadership styles in various organizational contexts would provide valuable insights for organizations in developing and promoting effective leadership practices.

The finding that transformational leadership is associated with higher employee engagement, satisfaction, and performance aligns well with transformational leadership theory. The theory posits that the four components of transformational leadership - idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration - can transform followers and elevate their performance (Bass & Riggio, 2010). This research provides empirical support for this theory.

The emphasis on flexible and adaptive leadership approaches in findings like multi-style leadership (Harper, 2012; Hede, 2001) aligns with situational leadership theory. Situational leadership proposes effective styles depending on followers' readiness levels, which may change across situations (Hersey & Blanchard, 1969). Using multiple styles allows leaders to adapt based on these changing levels, confirming a key premise of situational leadership theory.

The research finding that younger generations prefer leaders who exhibit transformational and democratic behaviors aligns with implicit leadership theory. This theory holds that perceptions of effective leadership are shaped by social and cultural influences like generational experiences (Lord, 1977; Offermann et al., 1994). Younger cohorts value collaboration and inclusiveness, confirming expectations from their cultural lens.

Findings on the importance of understanding different generations' unique values, skills, and motivations (Ng & Parry, 2016; Sarraf, 2019) relate to implicit leadership theory. ILT proposes perceptions of effective leadership are shaped by social and cultural influences (Lord, 1977; Offermann et al., 1994). This implies understanding ILTs across generations is vital for navigating multigenerational diversity.

The research focus on knowledge-sharing and mentoring between generations relates to emerging concepts of "generational intelligence" discussed in the literature review (Biggs

et al., 2011). This research provides initial empirical data supporting the need for leaders to develop understanding across generational divides.

Overall, the findings of this study provide strong support for hypothesis one, that is, multi-style leadership has the most significant positive influence on employee engagement and job performance compared to other leadership styles. While many findings confirm existing leadership theories, they also point to emerging concepts like multi-style leadership and generational intelligence that provide new lenses for examining leadership in increasingly complex multigenerational contexts. Further research can continue building on and integrating theories to keep pace with changing workforce dynamics.

5.2 Discussion of Results for Research Question Two

Research Question Two: Are there significant differences in the effects of leadership styles on engagement and job performance among different generations of employees?

Hypothesis Statement Two: There are significant differences in the influence of leadership styles on engagement and job performance among different generations of employees. Specifically, transformational leadership will have a stronger positive impact on engagement and job performance for younger generations compared to more mature generations.

While the literature review provided important insights into generational differences and their impact on the workplace, and that there are some common stereotypes about each generation's work values and preferences, the findings from this study highlighted that the differences may not be as significant as often portrayed.

Leadership Style

The findings of this study highlight the significance of leadership style in shaping employee engagement within the organization. While the majority of employees perceive a positive influence, it is important to consider the specific needs and preferences of different generations, such as Gen Z, when designing and implementing leadership strategies. By adapting the leadership approach to better suit the expectations and values of Gen Z employees, organizations can strive to enhance their engagement levels and create a more inclusive and productive work environment.

It is interesting to note that there are some variations in the perception of leadership styles across different generational groups. Specifically, a higher percentage of Gen Z employees identified their supervisor as laissez-faire, characterized as a more hands-off and non-intervening leadership approach. The higher identification of supervisors as having a laissez-faire leadership style among Gen Z employees suggests that leaders in the survey corporations may have adjusted their leadership approach to cater to the preferences and characteristics of this particular generational group. It is commonly known that Gen Z employees tend to value autonomy, independence, and the freedom to make their own decisions. They often thrive in environments that allow them to take ownership of their work and provide them with the space to explore and innovate. Therefore, leaders who adopt a more hands-off and non-intervening approach may align better with the preferences of Gen Z employees.

By adjusting their leadership style to be more laissez-faire for Gen Z employees, leaders can create an environment that promotes autonomy and empowers the younger generation to take initiative and responsibility for their work. This approach may foster a sense of freedom and trust, which can lead to increased engagement, motivation, and productivity among Gen Z employees.

It is interesting to note that baby boomers had a significantly higher preference for transformational leadership when compared to other generations. This finding suggests that baby boomers, who may have more leadership experience and a longer tenure in the workforce, place a greater emphasis on the transformative and inspirational aspects of leadership.

The high preference for multi-style and adaptive leadership styles indicates that using multiple approaches may be most effective for generational diversity. No single rigid style will meet all needs. Leaders who can transition flexibly based on situational demands are well-suited for multigenerational contexts.

In summary, the findings of the study highlights a universal preference for democratic and transformational leadership styles across different generational groups. The identification of laissez-faire leadership among Gen Z employees suggests a preference for autonomy, while baby boomers tend to perceive their supervisors as transformational leaders. Additionally, the prevalence of multi-style leadership indicates the importance of adaptability and flexibility in leadership practices. These insights can help inform leadership development programs and strategies to better align with the preferences and expectations of different employee groups, ultimately enhancing employee satisfaction, engagement, and organizational effectiveness.

Engagement

On the findings in examining the generational differences, some variations become apparent. Baby boomers, in particular, displayed a higher level of engagement. This finding suggests that baby boomers, who are often more experienced and have been in the workforce longer, tend to have a higher level of satisfaction with their jobs compared to other generations. This could be attributed to factors such as job stability, career progression, and a sense of fulfillment from long-term professional achievements. The percentage of Gen Z who rated their engagement as excellent was relatively lower. This

finding suggests that Gen Z employees may experience a slightly lower level of job satisfaction compared to other generations.

There could be several factors contributing to this lower engagement among Gen Z employees. For instance, Gen Z employees may have different expectations and priorities in their work, such as a greater emphasis on work-life balance, opportunities for skill development, and a sense of purpose in their roles. If these expectations are not met, it can impact their overall job satisfaction.

To address this, organizations may need to consider implementing strategies to better align with the needs and preferences of Gen Z employees. This could include providing opportunities for growth and development, fostering a positive work environment, and offering flexible work arrangements that enable a better work-life balance.

By understanding the variations in engagement among different generations, organizations can tailor their engagement strategies and programs to better meet the unique needs of each generation. This can result in higher levels of job satisfaction, increased employee engagement, and ultimately, a more productive and satisfied workforce.

Self-rated Job Performance

The findings relating to generational differences in self-rated job performance, baby boomers rated themselves higher than other generations. This finding suggests that baby boomers, who often have more experience and a longer tenure in the workforce, tend to have a higher level of confidence and satisfaction with their performance compared to other generations.

However, it is important to consider the reasons behind these ratings. Factors such as self-assessment biases, individual expectations, and the overall organizational culture

may influence how employees perceive their performance. To further explore the variations in perceived job performance, it may be beneficial to conduct additional research or surveys to gain a deeper understanding of the factors that contribute to these ratings. This can help corporations identify areas for improvement, provide targeted feedback and development opportunities, and promote a culture of continuous growth and performance excellence.

Desired Leadership Behaviors

The findings on desired leadership behaviors by all respondents were consistent across all generations, indicating that employees value leaders who provide clarity in their expectations, demonstrate a genuine concern for their team members' well-being, and acknowledge and appreciate their achievements.

Furthermore, it is worth noting that both Gen Y and Baby Boomers had a higher preference for "clear direction" compared to the overall average. This suggests that these generational groups place a particular emphasis on leaders who can provide a sense of guidance and purpose, which can contribute to their overall job satisfaction and performance. As for Gen Z, "approachable" emerged as the second most important leadership quality, in place of "people-oriented". This implies that they value their leaders to interact with them and contribute to a positive work environment.

For Baby Boomers, "approachable" and "confident" emerged as the third important leadership qualities, instead of "recognize achievement". This implies that more mature respondents value leaders who possess knowledge, expertise, and accessibility. These qualities can inspire trust and respect and contribute to a positive work environment.

Team Dynamics

The findings of the research indicate that employees who work under autocratic and transactional leadership styles tend to have a higher percentage of neutral responses when

asked about conflicts in their team due to generational differences. That is, they have concerns about conflicts from generational diversity. This could be related to a lack of open communication, as autocratic and transactional leadership styles discourage open communication and limit opportunities for team members to express their opinions or concerns about generational differences. As a result, employees may feel unsure or neutral about the presence of conflicts, as they might not have a clear understanding of how generational differences impact their team dynamics.

These two leadership styles rely on strict procedures and protocols. Leaders often emphasize strict adherence to established procedures and protocols. This focus on maintaining order and efficiency may create an environment where conflicts related to generational differences are suppressed or not openly acknowledged. Employees may perceive that they are discouraged from expressing differing opinions or perspectives.

It's important to note that the higher percentage of neutral responses does not necessarily indicate the absence of conflicts related to generational differences. It may reflect limited opportunities for open communication or suppression of conflicts arising from generational differences.

Meanwhile, the findings show that while the overall sentiment is positive, there is a higher percentage of neutral responses for employees working under a servant leadership style. This implies they may have mixed feelings or may not strongly express their enjoyment of working in a diverse age group team.

It is worth noting that the exact reasons behind this higher neutral response rate among employees under servant leaders would require further investigation, as the survey results alone do not provide specific insights into the underlying factors contributing to this pattern.

The findings demonstrate that employees generally enjoy working with diverse age groups and find value in the unique perspectives that different generations bring to the workplace. The relatively low reported conflicts related to generational differences indicate a positive and harmonious work environment. By fostering an inclusive and collaborative culture that appreciates and leverages the strengths of each generation, organizations can maximize the benefits of multi-generational teams, promoting innovation, knowledge sharing, and overall team effectiveness.

Overall, the research suggests that while generational differences exist, they should not be over-emphasized or used to make broad generalizations. An inclusive, flexible, and situational approach to leadership considering both the group and the individual is most likely to leverage the strengths of a multigenerational workforce for organizational success. Continuous learning and development also help bridge gaps between generations.

Linking the Findings to Leadership Theories

The findings of this study provide robust validation for several core tenets of Transformational Leadership Theory in the context of managing generational diversity. Studies consistently showed that leaders who exhibited individualized consideration were able to recognize and appreciate the unique strengths, perspectives, and motivations that different generational cohorts tend to possess.

Followers of different generations prefer transformational and democratic leadership style. The findings of this study align with the Transformational Leadership Theory. Transformational leaders inspire and motivate their followers by providing a compelling vision, fostering personal growth, and creating a positive work environment. The preference for transformational leadership among followers of different generations suggests that they value leaders who can inspire and empower them to reach their full potential.

The finding that leadership style impacts multigenerational team success strongly resonates with Situational Leadership Theory. As discussed in depth in the literature review, this theory proposes that leadership effectiveness depends on adapting one's style to followers' readiness levels for the task at hand (Hersey & Blanchard, 1969). Readiness can vary considerably between generational cohorts based on their life stage and experiences. For example, Baby Boomers may demonstrate higher competence but lower commitment to new technologies compared to digital natives of Generation Z. By diagnosing each generation's situational readiness, and selecting the appropriate directing, coaching, or supporting approach, leaders can maximize performance as proposed by Situational Leadership Theory.

The findings that followers perceive multiple leadership styles in their supervisors reflect the Situational Theory. This theory suggests that effective leadership is contingent upon various factors, including the leader's style, the characteristics of followers, and the situational context. It recognizes that leaders may need to adapt their leadership style based on the needs and preferences of their followers and the demands of the situation. The observation of multiple leadership styles in supervisors supports the idea that leaders employ different approaches depending on the circumstances. Studies cited found leaders demonstrating flexibility in their approach by utilizing different styles for different situations and individuals tended to realize superior results (Harper, 2012; Hede, 2001). No single generation represents a homogeneous bloc, and multigenerational teams present complex dynamics that defy a one-size-fits-all leadership solution. By recognizing when to delegate versus direct, inspire versus instruct, based on situational and generational factors, leaders practicing multi-style flexibility can better navigate the diversity within their teams.

The importance placed on understanding generational differences and adapting communication practices aligns directly with principles from the GLOBE study. As

discussed, this influential research identified key cultural dimensions like individualism-collectivism that shape cohorts differently and impact leadership expectations (House et al., 1997). By gaining generational intelligence around how different age groups prefer to receive and share information, build consensus, and provide feedback, leaders can tailor their approaches to resonate more effectively across diverse teams.

Finally, the research findings on the role of employee engagement in organizational success mirror Transformational Leadership Theory's emphasis on motivating and inspiring followers (Bass & Riggio, 2010). Leaders who transform rather than just transact with employees foster stronger commitment, discretionary effort, and performance improvement. By cultivating engagement among all generations, leaders can help multigenerational teams achieve at higher levels.

Overall, the findings of this study do not fully support hypothesis statement two, that is, there are significant differences in the influence of leadership styles on engagement and job performance among different generations of employees. The key findings show a universal preference for democratic and transformational leadership styles across different generational groups.

In summary, the research findings provide strong empirical validation for many of the leadership concepts explored in the literature review, including transformational, situational, multi-style, and culturally aware approaches. At the same time, they offer new evidence to continue building a theoretical understanding of effective multigenerational leadership. More studies can further develop and integrate these evolving paradigms.

5.3 Discussion of Results for Research Question Three

Research Question Three: How do the effects of leadership styles on engagement and job performance vary between the cultural contexts of Asia and Europe?

Hypothesis Statement Three: In the cultural context of Asia, there is a preference for less participative leadership behaviors, while in the cultural context of Europe, there is a preference for autonomous and charismatic leadership behaviors, which positively influence followers' engagement and job performance.

This cross-cultural perspective of this study examined the impact of leadership styles on employee engagement and job performance in Asia and Europe. The findings provide valuable insights into how leadership theories apply across contexts and the role of culture in shaping interpretations.

Impact on Job Performance and Engagement

The strong positive influence of transformational leadership on job performance and engagement aligns with Transformational Leadership Theory (Burns, 1978). Transformational leaders inspire followers through idealized influence, intellectual stimulation, and individualized consideration. However, the slightly stronger effects observed in Asia indicate a moderation factor of national culture in the interpretation of leadership style.

Hofstede's (2001) research showed that Asian cultures like China, Korea, and Japan are more collectivist, emphasizing group cohesion and loyalty. Within these contexts, charismatic leaders who energize collective efforts toward a compelling vision are highly valued. Meanwhile, individualistic European cultures prioritize autonomy and self-expression. This may explain the more mixed response to democratic leadership which involves participation but also distributes influence.

Overall, the findings show universal preference for transformational leadership suggests its core tenets of inspiration, motivation, and empowerment transcend cultural boundaries. However, the degree of impact varies depending on how well the style aligns with cultural values like collectivism versus individualism. Leaders must understand these nuanced cultural differences to maximize effectiveness across regions.

Multi-style Leadership Approaches

The observation that leaders blended styles supports Situational Leadership Theory which argues effectiveness depends on situational alignment. Adapting approaches to diverse followers' unique needs has implications for developing cultural intelligence. Ang et al. (2007) defined cultural intelligence as an individual's capability to function effectively in culturally diverse settings. Leaders high in cultural intelligence are attuned to cultural idiosyncrasies and able to flex their styles appropriately.

For example, in Asia where hierarchy and respect for authority are emphasized (Hofstede, 2001), leaders may adopt a more directive approach initially to establish credibility before empowering followers. In contrast, in the individualistic West where equality and autonomy are valued, leaders can be more participative from the outset. The ability to demonstrate versatility depending on cultural context is a key success factor for global leaders.

Transactional Versus Autocratic Styles

The finding that transactional leadership less engaged Asian employees while autocratic leadership most dissatisfied Europeans sheds light on how cultural values shape interpretations. Hofstede's research showed that Asian cultures like China exhibit higher power distance, accepting an unequal distribution of power. Within these contexts, transactional exchanges may come across as impersonal and fail to inspire intrinsic motivation.

Conversely, low power distance in Western cultures promotes equality and participation in decision-making. Authoritarian styles depriving followers of autonomy and influence would conflict with these individualistic tendencies. Leaders must understand how cultural dimensions shape implicit expectations of different styles to avoid demotivating employees from certain regions. Tailoring approaches to cultural nuances maximize effectiveness.

Role of Self-Concept

The higher self-rated job performance among Europeans relates to research showing individualistic cultures emphasize independence, achievement, and self-confidence (Markus & Kitayama, 1991). In contrast, interdependent Asian cultures stress harmonious relationships and humility. However, further research is still needed to disentangle tendencies in self-assessment from contextual influences on actual performance between regions.

Overall, culture emerged as a mediating factor in job satisfaction and self-perception. This highlights the importance of considering cultural idiosyncrasies that shape implicit expectations when examining employee attitudes and self-evaluations across contexts. Standardized metrics alone may not fully capture cultural variations in interpretation.

This study confirmed the universal applicability of transformational and situational leadership theories while also demonstrating culture's moderating role. National culture subtly shapes implicit preferences and interpretations of leadership styles.

Overall, the findings of this study do not fully support hypothesis statement three, that is, there is a difference in preference for leadership style across Asian and European cultural contexts. There is a universal preference for democratic and transformational leadership styles across cultures. Nevertheless, developing cultural intelligence allows leaders to

flexibly adapt their approaches to optimize motivation depending on followers' diverse cultural backgrounds.

Future research should explore specific cultural dimensions like power distance, individualism-collectivism, and uncertainty avoidance to better understand their impacts. A mixed-methods approach combining qualitative interviews with quantitative surveys may also provide richer insights. Overall, the findings imply the need for leaders to understand cultural nuances to effectively engage global teams.

5.4 Summary of Discussion of Results

This research study aimed to contribute new insights into the complex relationships between leadership styles, employee outcomes, generational differences, and cultural contexts.

Research Question One examined the impact of leadership styles on engagement and performance. Hypothesis One predicted that multi-style leadership would have the strongest influence. The findings provided robust empirical support for this hypothesis, indicating transformational and democratic styles significantly enhanced outcomes when combined flexibly. This aligns with theories of situational and multi-style leadership.

Research Question Two explored potential variations in leadership style effects among different generational cohorts. While some differences emerged, such as Gen Z preferring more autonomy through laissez-faire approaches, the findings did not fully validate Hypothesis Two's prediction of stronger transformational leadership impacts on younger generations. Instead, a universal preference for transformational and democratic styles was observed across all cohorts.

Research Question Three adopted a cross-cultural lens, investigating if preferences differed between Asian and European contexts. Hypothesis Three proposed Asians would

favor less participative styles versus more autonomous/charismatic preferences in Europe. However, the results disconfirmed this, demonstrating a universal appreciation for transformational leadership qualities of inspiration and empowerment. Nevertheless, culture was shown to subtly moderate interpretations.

Several themes were then discussed in depth. The findings provided robust empirical validation of transformational, situational, and implicit leadership theories. Flexible multi-style approaches were highlighted as the most effective for leveraging diversity. Culture's role in shaping implicit expectations was analyzed through frameworks like Hofstede's dimensions.

Generational variations that emerged, such as Gen Z preferring autonomy and Baby Boomers rating themselves higher in performance, were also examined. The importance of understanding unique cohort and cultural factors to maximize engagement globally was emphasized.

Overall, while not fully supporting all hypotheses, the study validated key theoretical underpinnings. It also pointed to the need for culturally intelligent, adaptive leadership to navigate complexity. Continued integration of evolving paradigms through future research can further theoretical knowledge in this important domain.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

This chapter presents the summary of the research conducted to investigate effective leadership styles for managing multigenerational teams from Asia and Europe, with a focus on understanding the impact of national cultures and generational diversity that could impact employee engagement and organizational performance. The study employed a mixed-methods approach, combining a literature review and empirical survey research, to address the research objectives.

The findings of this study offer valuable insights into leadership in cross-cultural, multigenerational contexts. Statistical analyses confirmed the significant influence of leadership styles on employee engagement. The study revealed that transformational and democratic leadership styles are the most prevalent and the most preferred across generations from 18 countries, and supervisors with transformational and democratic leadership styles had a positive impact on engagement whereas employees working under autocratic leaders reported good performance but lower job satisfaction. v

The desired leadership styles from the followers' perspective to enable the best performance are transformational and democratic. Moreover, the majority of respondents consider their leaders demonstrated a combination of two leadership styles and not just one single leadership style. And the prevalent multi-style leadership is the combination of transformational and democratic.

The study also identified the top desired leadership behaviors. Employees value leaders who inspire and communicate a shared vision, prioritize people's development, recognize achievements, and adapt their approach depending on the situation.

No significant differences were found in the effects of leadership styles on engagement and job performance across different generations. The study also revealed that a high percentage of respondents acknowledged the value of working in teams with diverse age groups. However, a smaller proportion of Gen Z respondents reported enjoying such diversity.

No significant differences were detected in the effects of leadership styles on engagement and job performance between the cultural context of Asia and Europe. Nevertheless, the democratic leadership style has a more positive influence on engagement in Europe, while in Asia it has a more positive influence on job performance.

6.2 Implications

These findings hold significant importance for companies when designing their people strategy, including leadership development initiatives. They provide valuable insights and a framework to corporations, enabling them to align their leadership practices with the specific demands of different projects and contexts. By recognizing the varying impacts of different leadership styles, companies can enhance their overall performance and foster a more engaged and productive workforce. Further research in this area can provide deeper insights into the specific factors that drive employee engagement and job performance under different leadership styles.

The key implications of these findings are multi-fold. Firstly, while this research focused on Asia and Europe, the results indicate that certain leadership approaches like transformational and democratic leadership resonate across borders beyond specific cultural contexts. Their people-centric philosophy rooted in motivating, developing, and

empowering followers can foster inclusion universally needed in today's interconnected world. Organizations should promote such values of care, trust, and shared welfare across leadership development programs.

Secondly, style flexibility is paramount for leading teams of varied generations, life stages, and cultural backgrounds effectively. Adept leaders recognize that "one size does not fit all" and adjust their behaviors responsively depending on follower maturity, preferences, and situations. Tailoring without compromising integrity and standards helps optimize engagement and performance from a diverse workforce. Coaching should emphasize situational self-awareness and cultural intelligence.

Thirdly, clear communication of organizational direction and mutual understanding takes precedence over leadership style preferences per se among a global talent pool. Keeping employees aligned towards common goals through open communication and feedback, opportunities to contribute uniquely according to strengths, and recognition of contributions become more impactful than the demonstration of specific leadership traits alone. Policymakers must consider this in cultural integration efforts.

Leaders must set the tone of an inclusive culture where all voices are respected through equitable treatment, mentoring support, and consideration of different perspectives. They should empower teams with autonomy and resources but regularly check progress to ensure accountability for results. Continuous learning and development benefits must also be provided to engaged employees in differing life stages.

Based on the findings of the study, there are a few emerging themes that will be addressed in this chapter with their implications and recommendations, including:
- Is transformational leadership particularly relevant in a rapidly changing and diverse global environment?
- Is the laissez-faire leadership style most effective in driving job performance?

- How different leadership styles can be applied in different situations? How to effectively address employee resistance to frequent changes in leadership styles?

6.2.1 Is transformational leadership particularly relevant in a rapidly changing and diverse global environment?

In a rapidly changing and diverse global environment, transformational leadership emerges as highly relevant. The research findings robustly support the significant impact of leadership style on employee engagement and job performance. Both transformational and democratic leadership styles are consistently preferred across generational and cultural boundaries, highlighting their importance in fostering employee engagement, satisfaction, and improved performance.

Transformational leadership, characterized by inspiring and motivating followers through a compelling vision, intellectual stimulation, individualized consideration, and inspirational motivation, significantly influences employee engagement. This finding aligns with the Transformational Leadership Theory, which posits that transformational leaders can inspire followers to exceed expectations, go beyond assigned tasks, and develop commitment and loyalty to the organization. By providing a clear and appealing vision, transformational leaders create a sense of purpose and direction, fostering a deep emotional connection with their followers. This emotional connection leads to higher levels of engagement, job satisfaction, and improved performance. Through promoting individual development, and intellectual stimulation, and creating an inclusive and empowering work environment, transformational leaders effectively guide teams through change and foster collaboration across diverse cultures and backgrounds.

Similarly, democratic leadership is the second most preferred style among respondents. This leadership style involves actively involving employees in decision-making processes, seeking their input, and considering their perspectives. By encouraging participation and empowering employees to contribute to decisions that impact their

work, democratic leaders create a sense of ownership, accountability, and trust within the organization. This participatory approach not only enhances employee engagement by making individuals feel valued and respected, but also taps into the collective wisdom and diverse perspectives of the workforce, leading to better decision-making, increased innovation, and ultimately, improved job performance.

Furthermore, an interesting finding emerged regarding the impact of laissez-faire leadership on job performance. Respondents with supervisors exhibiting a laissez-faire leadership style reported higher job performance. The laissez-faire leadership style, characterized by a hands-off approach and granting employees autonomy and independence, can be effective in certain situations. When employees are highly skilled, experienced, and self-motivated, a laissez-faire leadership style allows them the freedom to utilize their expertise, make decisions, and take ownership of their work. This autonomy fosters a sense of empowerment and responsibility, leading to higher levels of engagement and job performance. However, it is important to note that the laissez-faire leadership style may not be suitable in all contexts and can be detrimental if employees lack the necessary guidance, support, and feedback.

Overall, these findings underscore the critical role of leadership style in creating employee engagement and positively influencing job performance. Organizations can leverage these insights by developing comprehensive leadership training and development programs that focus on enhancing transformational and democratic leadership skills. By equipping leaders with the necessary competencies to inspire, motivate, and involve employees, organizations can cultivate a culture of engagement, satisfaction, and high performance, thereby creating a competitive advantage.

So, what are the implications? Based on the findings, it is evident that transformational and democratic leadership styles are generally effective in promoting employee engagement and job performance across different generations. However, it is crucial to

acknowledge that the preference for a particular leadership style can vary depending on organizational culture, industry, and individual employee characteristics and maturity.

In today's competitive business environment, a situational leadership style can be a viable approach to effectively manage and leverage multigenerational diversity to gain a competitive advantage. Situational leadership emphasizes adapting leadership behaviors to suit the specific needs of employees and the demands of various situations. This flexibility can be advantageous in a rapidly changing and dynamic business environment.

Nevertheless, it is important to recognize that there is no one-size-fits-all leadership style. The effectiveness of leadership styles depends on various factors, including the specific context, the needs and preferences of employees, and the organizational goals. Employing a combination of different leadership styles, including transformational, democratic, and situational, may be necessary to effectively address the diverse needs of employees and navigate the complexities of today's competitive business environment.

Ultimately, it is recommended to adopt a leadership approach that is adaptable, supportive, and emphasizes employee engagement and performance. This may involve a blend of different leadership styles based on the specific circumstances and the needs of the individuals and teams being led.

The findings of this study suggest that corporations with multigenerational workforces should consider situational leadership style development. The research revealed that a majority of participants preferred or identified their current leaders as multi-style leaders, indicating a recognition of the importance of adapting leadership behaviors based on the needs and characteristics of different individuals and generations.

In today's workforce, organizations often consist of employees from diverse age groups, each with unique values, expectations, and work styles. The multigenerational workforce

includes individuals from the Baby Boomer, Generation X, Millennials, and Generation Z cohorts, each with distinct preferences and motivations. As demonstrated by the study, leaders who can effectively employ a range of leadership styles are better equipped to address the diverse needs and preferences of employees across generations.

Situational leadership, which emphasizes adapting leadership styles based on the specific circumstances and the individuals being led, is particularly relevant in multigenerational contexts. Leaders who adopt a situational approach recognize that different employees may require different levels of guidance, support, and autonomy based on their experience, skills, and motivation. This approach allows leaders to tailor their leadership behaviors to meet the unique needs of each individual and promote optimal engagement and performance.

To fully leverage the implications of these findings, corporations should invest in comprehensive leadership training and development programs. These programs should focus on enhancing leaders' competencies in transformational, democratic, and situational leadership styles. By equipping leaders with the knowledge and skills to effectively inspire, motivate, involve, and adapt to their diverse workforce, organizations can foster a culture of engagement, satisfaction, and high performance.

It is also crucial for organizations to create a supportive and inclusive work environment that values and respects individuals across generations. This can be achieved through policies and practices that promote open communication, collaboration, and mutual respect. Additionally, organizations should provide opportunities for continuous feedback, learning, and growth, allowing employees to develop their leadership skills and contribute to the organization's success.

In conclusion, the findings of this research highlight the significance of leadership style in creating employee engagement and positively influencing job performance.

Transformational and democratic leadership styles are effective in fostering engagement and performance across generations. However, the context, individual differences, and organizational goals should be considered when selecting and applying leadership styles. By adopting a flexible and adaptive leadership approach, corporations can effectively address the diverse needs of their employees and gain a competitive advantage in today's dynamic business environment.

6.2.2 Is the laissez-faire leadership style most effective in driving job performance?

Based on the research findings, it can be inferred that respondents generally express a higher preference for transformational and democratic leadership styles, which positively influence their engagement and job performance. Interestingly, followers rated their performance higher but lower job satisfaction under a laissez-faire leadership style.

The laissez-faire leadership style has been a topic of interest in organizational studies due to its potential implications on job performance. While this leadership style grants employees considerable autonomy and decision-making authority, it is important to recognize the potential challenges it may pose.

So, what are the implications of using the laissez-faire leadership style in driving job performance? We have to recognize the challenges associated with this leadership style, including:

- Lack of direction and guidance: The minimal direction and guidance provided in a laissez-faire leadership style may result in uncertainty among employees regarding their roles, expectations, and priorities. Consequently, confusion, inefficiency, and a lack of coordination within the team can arise.

- Reduced accountability: Laissez-faire leadership can sometimes lead to a perceived lack of consequences for actions due to the hands-off approach of leaders. Consequently, employees may become less accountable, resulting in

decreased productivity, missed deadlines, and a lack of responsibility among team members.

- Inadequate support and feedback: Without regular interaction and feedback from leaders, employees may face difficulties in developing their skills and reaching their full potential. The absence of guidance, coaching, and constructive feedback necessary for performance improvement can lead to stagnation and a lack of professional growth within the team.

- Potential for disengagement: Some employees may feel disengaged or unsupported in a laissez-faire leadership environment. Their desire for more structure, guidance, and involvement from leaders may remain unfulfilled. This lack of engagement can subsequently result in decreased motivation, reduced job satisfaction, and ultimately, higher turnover rates.

- Risk of decreased productivity: In the absence of clear direction and oversight, productivity may suffer. Some team members may not take sufficient initiative or struggle to prioritize tasks effectively. Without active monitoring of progress by leaders, inefficiencies, missed opportunities, and a lack of coordination among team members may occur.

- Dependency and reliance on self-motivation: Laissez-faire leadership assumes that team members possess a high degree of self-motivation and self-discipline. However, not all individuals thrive in an environment with minimal guidance and structure. Some employees may require more support and direction to stay motivated and focused on their goals.

To address the potential drawbacks associated with the laissez-faire leadership style, leaders should consider implementing the following strategies:

- Clearly communicate expectations: Leaders should provide clear and specific expectations to team members regarding goals, deadlines, and performance standards. This clarity helps establish a framework for autonomy while maintaining alignment with organizational objectives.

- Establish open lines of communication: Foster open and regular communication channels with team members, encouraging them to seek guidance, ask questions, and share progress updates. Leaders should be available to provide support and answer queries when needed. Regular check-ins or team meetings help maintain communication and keep everyone informed.

- Offer guidance and resources: Despite delegating decision-making and task execution, laissez-faire leaders should provide guidance and resources to support their team members. This may involve sharing best practices, offering advice when requested, or providing access to training and development opportunities. Ensuring that team members have the necessary tools and resources to succeed is essential.

- Provide constructive feedback: Offering timely and constructive feedback helps employees understand their strengths and areas for improvement. Recognizing achievements and providing guidance for growth are crucial aspects of leadership. Feedback should be specific, actionable, and focused on helping individuals develop their skills and reach their full potential.

- Foster a culture of self-accountability: Encourage team members to take ownership of their work and hold themselves accountable for outcomes. Creating a supportive environment where individuals feel empowered to make decisions and take initiative is vital. Encourage them to set their own goals and milestones and establish mechanisms for self-assessment and reflection.

- Be available for coaching and mentorship: Offer coaching and mentorship opportunities for team members who desire additional support and guidance. This can involve providing career advice, sharing experiences, or helping individuals navigate challenges. Tailoring the level of involvement to the needs and preferences of each team member fosters a sense of support.

- Monitor progress and offer course correction: Leaders should keep track of individual and team progress without micromanaging. Regularly reviewing milestones, providing feedback on progress, and offering course correction when necessary helps ensure that autonomy is balanced with accountability and that individuals are on track to achieve their goals.

The laissez-faire leadership style can be effective in driving job performance when implemented with careful consideration of the associated challenges. By striking a balance between autonomy and support, leaders can mitigate potential drawbacks such as lack of direction, reduced accountability, inadequate support and feedback, disengagement, decreased productivity, and reliance on self-motivation. Strategies such as clear communication of expectations, establishing open lines of communication, offering guidance and resources, providing constructive feedback, fostering a culture of self-accountability, being available for coaching and mentorship, and monitoring progress can aid in optimizing job performance within a laissez-faire leadership style.

6.2.3 How different leadership styles can be applied in different situations? How to effectively address employee resistance to frequent changes in leadership styles?
The study provided robust empirical support, indicating transformational and democratic styles significantly enhanced outcomes when combined flexibly. By adopting a flexible and adaptive leadership approach, corporations can effectively address the diverse needs

of their employees and gain a competitive advantage in today's dynamic business environment.

So, what are the implications? How different styles can be applied in different situations?

Situation 1: The initiation of a new project or task involving inexperienced team members.
Leadership Style: A situational leader would employ directive behavior, providing explicit instructions and guidance to ensure team members comprehend their roles and responsibilities. As the team gains experience and confidence, the leader would gradually transition to a supportive and empowering style, offering assistance and encouragement to foster their development and autonomy.

Situation 2: A significant organizational change or transformation.
Leadership Style: A transformational leader inspires and motivates employees by articulating a compelling vision and aligning it with individual goals. They would encourage innovation, extend support and resources, and serve as a role model. This style enables employees to adapt to change, embrace novel ideas, and collaborate toward a shared vision.

Situation 3: The initiation of a complex project involving a cross-functional team
Leadership Style: A democratic leader would involve team members in the decision-making process, actively seeking their input and ideas. They would facilitate open discussions, encourage diverse perspectives, and ensure collective decision-making. This style fosters employee engagement, stimulates creativity, and cultivates a sense of ownership in the decision-making process.

Situation 4: An urgent or critical situation with time constraints to be managed.

Leadership Style: An autocratic leader would make prompt decisions and provide clear directions without extensive input or consultation. They assume control and expect immediate implementation of their decisions. This style can be effective in circumstances necessitating immediate action and limited time for deliberation.

Situation 5: A highly skilled, self-motivated, and experienced team working on a complex project.
Leadership Style: In a laissez-faire leadership style, the leader offers minimal guidance, allowing team members a high degree of autonomy and decision-making authority. They serve as a resource for support and guidance when necessary but largely place trust in the expertise and abilities of the team members. This style empowers employees, fostering creativity and independent problem-solving.

These examples are simplified illustrations. In practice, leadership styles can be blended or adapted to address the specific needs and dynamics of each situation. Effective leadership often entails a combination of different styles to navigate the intricacies and subtleties of real-world scenarios.

However, there are implications to the frequent changes in leadership styles in the leader which may create resistance from employees. Corporations need to develop strategies to address employee resistance to change in leadership styles.

Key strategies should include:
- Communication and transparency: Leaders should communicate the rationale behind employing different leadership styles and explain how they benefit both the organization and employees. By being transparent about the decision-making process and involving employees in discussions, leaders can build understanding and reduce resistance.

- Employee involvement: Involving employees in the decision-making process regarding leadership styles can enhance their acceptance of change. Seeking their input and feedback, and encouraging open dialogue can make employees feel valued and increase their receptiveness to changes in leadership styles.

- Education and training: Providing education and training on different leadership styles and their benefits is crucial. Employees need to understand that different situations may require different approaches and that adaptability is essential for success. Training programs can equip employees with the necessary skills and knowledge to thrive under various leadership styles.

- Consistency in values and expectations: While leadership styles may change, leaders should maintain consistency in core values, expectations, and overarching goals. Ensuring that employees understand the organization's values and how they guide decision-making, regardless of the leadership style employed, can provide stability and purpose amidst changes.

- Support and development: Leaders should offer support and resources to help employees adapt to different leadership styles. Providing coaching, mentoring, and ongoing feedback can assist employees in understanding and navigating the changes. Encouraging continuous learning and development strengthens employees' ability to thrive under various leadership styles.

- Monitor and evaluate: Continuously monitoring the impact of different leadership styles on employee engagement and performance is essential. Gathering feedback from employees and assessing the effectiveness of the changes enables leaders to make adjustments and improvements based on specific team needs and preferences.

Effectively addressing employee resistance to frequent changes in leadership styles requires a combination of strategies. Leaders need to foster open communication, involve employees in decision-making, provide education and training, maintain consistency in values and expectations, offer support and development, and monitor and evaluate the impact of changes. By implementing these strategies, leaders can create an environment where employees feel supported, engaged, and motivated, even amidst changes in leadership styles. Regular assessment and analysis of feedback ensure continuous improvement and enhance the effectiveness of leadership styles.

6.2.4 Digital transformation is more than just technology

Lastly, corporations should reflect the balance between investing in technology and investing in leadership development.

While organizations place significant emphasis on digital transformation and technological advancements to maintain competitiveness, it is important to recognize that digital transformation should extend beyond technology. Effective leadership plays a critical role in optimizing human performance and driving success alongside technological initiatives. The study serves as a reminder that organizations must prioritize the development and cultivation of effective leaders who can inspire, engage, and empower their teams.

The rapid pace of technological advancements and the increasing complexity of the business landscape highlight the heightened importance of effective leadership. Leaders must possess the ability to navigate ambiguity, make informed decisions, and adapt strategies to changing circumstances. They play a crucial role in inspiring teams to embrace change, fostering a culture of innovation, and effectively managing challenges to ensure the survival and success of the organization.

While technology investments can enhance operational efficiency and provide a competitive edge, it is the human element that distinguishes companies in the long run. Effective leadership optimizes human performance by aligning individual and team goals with strategic objectives. By creating a supportive and empowering environment, leaders unlock the potential of employees, fostering creativity, collaboration, and a sense of ownership in achieving organizational objectives.

Effective leadership also plays a pivotal role in attracting and retaining top talent. In a competitive job market, employees seek meaningful work experiences, growth opportunities, and positive work environments. Leaders who prioritize employee development, provide mentorship, and cultivate trust and respect can attract and retain high-performing individuals crucial to driving innovation and delivering exceptional results.

Effective leadership directly impacts the bottom line. Engaged and motivated employees are more productive, customer-focused, and committed to delivering high-quality outcomes. By fostering a culture of engagement, effective leaders improve employee satisfaction, reduce turnover, and enhance overall organizational performance. These outcomes ultimately lead to increased customer satisfaction, improved brand reputation, and higher profitability.

While digital transformation and technological investments are crucial, effective leadership remains equally, if not more, important. This study emphasizes the critical role of leadership in optimizing human performance, which in turn contributes to business survival, competitive advantage, and financial success. By recognizing the significance of effective leadership alongside technological advancements, organizations can establish a strong foundation for long-term growth and sustainability in an ever-evolving business environment.

6.3 Recommendations for Future Research

This study contributes significantly yet comes with some limitations. The sample size of 531, while adequately powered, limits generalizability. As a cross-sectional design, causality cannot be inferred. Not all cultures and economic situations were represented, which impacts real-world transferability. Future research could employ longitudinal or experimental designs for robust conclusions. Expanding the methodology to include 360-degree assessments from direct reports and observation could provide triangulated insights beyond self-reports.

Studying specific age groups like Generation Z more in-depth as they increasingly join the workforce could uncover nuanced needs. Comparing organizations with supportive leadership programs versus those without may provide actionable strategies. Examining the connection between leadership, culture, and actual performance metrics like productivity, retention, and customer satisfaction is also important for validating returns on leadership investments. Qualitative interviews with leaders themselves on adaptation challenges would offer another lens.

Additionally, it would be beneficial to explore the impact of cultural differences within Asia and Europe on leadership expectations and preferences. This study focused on broad regional comparisons, but further investigation into specific countries or regions could provide deeper insights into the unique cultural dynamics at play. Moreover, investigating the influence of other demographic factors, such as gender or educational background, on generational expectations and leadership styles could enrich our understanding of the complex interplay between various factors.

Furthermore, the examination of leadership styles and their impact on team dynamics and performance could be extended to other industries or organizational contexts. This study primarily focused on a diverse range of countries, but exploring specific sectors or

organizational types may reveal additional nuances and implications for leadership in different settings.

Lastly, future research can explore the role of technology and virtual teams in the context of multigenerational leadership. With the increasing reliance on remote work and digital communication, understanding how leadership styles and practices can effectively support virtual teams comprising members from different generations would be valuable for organizations navigating the evolving work landscape.

In conclusion, this study contributes valuable insights into effective leadership styles for managing multigenerational teams in cross-cultural contexts. The findings highlight the importance of transformational, servant, and situational leadership styles while recognizing the cultural nuances in generational expectations. The implications of this research provide a framework for organizations' people strategies and leadership development initiatives, emphasizing the need for inclusive cultures, style flexibility, and clear communication. Future research can build upon these findings to further deepen our understanding of leadership dynamics in diverse settings and explore additional factors that influence leadership effectiveness.

APPENDIX A

SURVEY COVER LETTER

Dear Survey Participants

In today's rapidly evolving global business landscape, the convergence of multiple generations, each with unique values, experiences, and expectations, has created a rich diversity in corporations like AS Watson Group. Leaders play a pivotal role in harnessing this diversity and transforming it into a competitive advantage.

The purpose of this survey is to explore the relationship between leadership style and generational expectations and performance, with the ultimate goal of understanding how we can create an even stronger and high-performance culture within the organization. I appreciate you taking the time to respond. All results will be kept anonymous and we will only analyse responses collectively. Survey findings may also be used in my DBA thesis to be shared publicly with the aim to benefit leaders in corporations who aim to create a high-performance culture.

With regards
Malina Ngai
CEO, AS Watson (Asia & Europe)

APPENDIX B

INFORMED CONSENT

✛ SSBM GENEVA

Here is an outline of the information you should consider including on an 'Interview Consent' form. This template is not prescriptive and it is provided to act only as a guide for your research project requirements.

Interview Consent Form for Participating Companies

Research project title: **Exploring the Impact of Leadership Styles on Followers' Engagement in Corporations: A Cross-Generational and Cross-Cultural Perspective**

Research Investigator: **NGAI Man Lin Malina**

Research Participating Company Name:

AS WATSON (Asia)	AS WATSON (Europe)
FORTRESS	Drogas Latvia
PARKnSHOP	Drogas Lithuania
Watsons China	ICI Paris XL Netherlands
Watsons Hong Kong	ICI Paris XL Belgium
Watsons Indonesia	Kruidvat Netherlands
Watsons Malaysia	Kruidvat Belgium
Watsons Philippines	Trekpleister
Watsons Singapore	Savers
Watsons Taiwan	Superdrug
Watsons Thailand	The Perfume Shop
Watsons Turkey	Rossmann Hungary
	Rossmann Czech Republic
	Rossmann Poland

In today's rapidly evolving global business landscape, the convergence of multiple generations, each with unique values, experiences, and expectations, has created a rich diversity in corporations like AS Watson Group. Leaders play a pivotal role in harnessing this diversity and transforming it into a competitive advantage.

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By signing this form I agree that;

1. I am voluntarily taking part in this project. I understand that I don't have to take part;
2. I have read the Information sheet;
3. I don't expect to receive any benefit or payment for my participation.

What if I have concerns about this research?

If you are worried about this research, or if you are concerned about how it is being conducted, you can contact :

- Name of researcher: NGAI Man Lin Malina
- Full address: Watson House, 1-5 Wo Liu Hang Road, Fotan, Shatin, Hong Kong
- E-mail: MalinaN@aswatson.com

_____   **11 December 2023**_____

Participants Signature: **Date**

Malina Ngai

CEO, AS Watson (Asia & Europe)

_____   **11 December 2023**_____

Researchers Signature   **Date**

NGAI Man Lin Malina

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