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## **CONTEMPORARY APPROACH TO LEADERSHIP STYLE FORMATION DURING THE PROCESS OF GENERATION TRANSITION AT MODERN WORKING PLACE**

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According latest report the key global demographic trends today are: increase the lifetime, as well as the retirement age and also percentage of an aging population. According to UN data, expected lifetime for the world population as a whole was 45.7 years in 1950, 64.2 years in 1990, and 72.6 years in 2019; the retirement age in almost all developed countries reaches now 65-67 years [1]. These circumstances lead to a longer active economic life of a person than before, people work longer, and several

generation interact at the working place at the same time.

What is important is the fact that young people do not exert such pressure on labor markets as before. First of all, due to the fact that it is not enough and, besides, it is partially oriented to foreign markets. In addition, young people are more reserved than other generations when it comes to such motives as career, earnings, and responsibility. Instead, young people focus on such values as interesting work, free time, and a flexible schedule. The paradigm of sharing, not ownership, is also quite common among young people. In general, unprecedented age diversity will mean that age will either lose its decisive importance in the labor market, or will be present in the market in the form of expanded requests – "energetic young person", "experienced specialist", "expert in the prime of life", etc.

Nowadays actual tendency is the transition from Baby Boomer (BB) generation to generation X because the Baby Boomer generation will retire in the coming years, leaving the subsequent generation X to take over, continue and possibly change the jobs and positions through their own values and attitudes.

A lot of scientists investigate characteristics and features of different generations such as: Absolventa, Berkup, Einramhof-Florian, Holste, Mangelsdorf, Y. Scholz, Schnetzer Simon and other [1-15].

Let's discuss working conditions for a good cooperation in generation's transition at the working place.

There are some differences and similarities between the four generations currently in the labour market that are important for cooperation. In order to determine what demands are made on the work environment and what attitudes towards the employer are present, the following features are considered: attitude towards work, organisational structure, motivational factors, technology, cooperation, communication and technology.

According to the Edge study [4], generation BB is significantly more likely than generation X to have the freedom to conform at work while generation X has a higher need for authenticity and balance. It was also found that the three generations BB, X and Y place less emphasis on intrinsic motivation at work than previously thought. It was a widespread assumption that generation X is inquisitive and places great value on being able to learn at work. Generation X's attitude to work is inspired by social change in the company if it matches their personal passion and commitment. Whereas generation BB is more likely to be influenced by major social or political change. Generation BB people are seen as committed, MAs who enjoy working [2], who are willing to work hard and do overtime. This was confirmed by a study [5].

If we now compare the generations on the operational readiness, we can see that this has changed significantly over the generations. Since the

BBs were brought up in a time of discipline and obedience, they are ready to show full commitment in the field of work, because they are fixed to their professional success and the achievement of their personal goals. In return for payment they are also prepared to work overtime. The attitude of generation X, on the other hand, is somewhat different. Generation X, who are also characterised by a high level of commitment, but for whom time with family and friends is also important. Since they spent little time with their parents in their own childhood, as they spent a lot of time working, it is important to them not to repeat these mistakes. For these MAs, the flexible organisation of working hours is important in order to be able to organise their private life freely. For generation Y, the motivation to work is characterised by opportunities for personal development. Young people are interested in finding personal fulfilment in their professional life and to have professional success. However, unlike the Baby Boomers, they have little interest in fully committing themselves to professional life. They are eager to complete the tasks assigned to them, but they want to determine the implementation and time allocation themselves. Compared to previous generations, generation Z is anxious to complete their tasks in a fixed working time, not to work overtime, and to have a clear separation between work and private life. In exceptional cases, they are also willing to work overtime, but in return they demand a free working day [8].

In terms of loyalty to the employer, generation X is inclined to keep the job because of the positive relationship with colleagues. For them, unlike generation BB, it is not the opportunity for development that is in the foreground, but the atmosphere in the team. Generation Y is comfortable with the idea of having several employers in their professional life. Due to the economic volatility, the loyalty towards the employer has decreased [5]. Generation BB MAs are described as loyal, committed and competitive workaholics [9]. Due to their good education, generation Z is not dependent on a specific employer and thus also has the freedom to change jobs if the working conditions or well-being no longer suit them. This flexibility is an advantage for young adults, but a great challenge for companies and managers.

Parry and Urwin mentioned that generation BB is part of the understanding of their work ethic when taking on responsibility and because of their good leadership skills, they currently make up the majority of managers [9, pp. 79-80]. Generation X does have career success as a goal; however, due to their openness to a quick change of job, this is often not only possible with their current employer (compared to their predecessors, generation Y and generation Z have no ambition to take on major responsibilities. Generation Z in particular clearly shows an increase in rejection of taking on responsibility, because fewer and fewer young people

want to take on leadership positions even though they have a better level of education. Generation BB has a clear idea of how the younger generations a clear idea of how work is to be done and how assigned tasks must be completed. An understanding of other attitudes is often not present due to and the lack of knowledge about the younger generation. The younger ones want to organise and organise the completion of the tasks assigned to them themselves [8, p. 126]. Transparency, autonomy and flexibility are particularly important to generation Z in their professional environment and are considered non-negotiable. Without consideration of these factors, morale and commitment will be significantly reduced.

The personal motivation of the generations is shaped differently. Whereas the Baby Boomers tend to act out of personal interest, generation X cares about the impression they make on their environment. generation Y, like generation BB, has personal motivating factors such as luxurious status symbols and clothing. generation Z, on the other hand, is anxious to satisfy the wishes and ideas of their parents and to make them proud [8, pp. 14-23]. Whereas Einramhof-Florian identified a total of seven factors that contribute significantly to the work motivation of generation [5, pp. 61-65]: challenge in the workplace, remuneration for work performance, collegial working environment, company location, career opportunity, work-life balance, further training opportunities.

According to Edge study, generation X is less patient than their generation BB predecessors, as they are not willing to wait long for promotions, and they are clearly more dissatisfied with their careers progression. They usually demand immediate recognition for their work efforts through praise, promotion or more salary. Generation Y feels neglected in the recognition of their performance and feels that the respect they receive is too little [4, pp. 144-145]. Job stability, interesting tasks and the possibility of a fast career progression are strong motivating factors for generation Y, as they are willing to make a commitment to their professional success. For them, success, career and money are the most important things to get ahead in the consumer society. For generation Z, on the other hand career is not at the forefront of their motivation. They want to change the world and place more value job stability. However, it is also important for them to develop their own talents, to receive recognition or even a promotion. For generation BB and generation X, a high salary, as well as stability and security in the workplace are the most important motivating factors as the main motivators for generation Z are fun, passion and also money.

Generation X wants to be independent and self-reliant and sees hierarchical levels mainly as a career goal. To achieve these goals, they prefer to work for themselves and require very little management control. However, they expect to be told exactly what is expected of them so

that they can work efficiently on the realisation of the goals. Due to the lack of role models, due to their resignation because of the economic crisis, they are distrustful of the leaders and often question the existing authorities [8, pp.14-23, 142-143]. Generation Z, on the other hand, needs mentors as leaders in order to be able to share their ideas openly and to satisfy their desire for recognition. Whereas generation Y would rather be independent and prefer freedom of development [10, pp. 480]. Generation BB has grown up under clear hierarchies, subordinates itself to the existing structures and can work well with them. They want to adhere to the structures so that they can move up the career goals [8, pp.14-23, 142-143]. In comparison to other generations they perceive flat hierarchies as very important [13, p. 7]. The following generations are more sceptical about strict hierarchies. The younger generations were found to reject being subordinated by hierarchical structures. They prefer subordination on the basis of performance or expertise, which in turn reduces acceptance of the seniority principle [13, p. 11]. Generation Y wants performance to have significantly more weighting than age and work experience and therefore disagrees with the seniority principle practised in many companies for the most part. As the following figure below, generation Y is primarily against preferential treatment according to the seniority principle [13, p. 11]. The younger generations have no understanding for hierarchies, based on seniority and not on experience and knowledge.

When it comes to the introduction of new technologies, older people are often cited as the cause of conflict. It is said that they do not know what to do with it because of their age. Often they are unable to understand the application due to short learning times [13, p. 8]. Due to age, they are often described as technology-phobic, which can be attributed to the increasing scepticism in old age. However, this conflict can be used for improvements and adaptations. Generation BB is often assumed to have a low willingness to learn. Generation BB have often come a long way in professional life without technical aids, but they have now also recognised the advantages of modern technologies and are willing to learn how to use them. The younger generations are often confronted with digital tools from an early age and have learned to use them. They already know how to use the digital advantages. Generation X likes to use new tools to organise their lives efficiently. They are tech-savy, have learned to deal with technology from scratch. As a result, they readily use the new technological tools and digital communication media. Unlike generation Y who can use any new technology but lack an understanding of it. Generation Z is also very well acquainted with the use of technology and is considered to be constantly connected, which means that their attention span is considered to be strongly influenced [8, pp. 145-147].

Table 1

**The summary of the generational characteristics and factors related to the cooperation of generation representatives at the working place**

	<b>Baby Boomer</b>	<b>Generation X</b>	<b>Generation Y</b>	<b>Generation Z</b>
<b>Characteristics</b>	Team-oriented; communicative; promotion-oriented; performance-oriented; professionally self-sacrificing; ready for action; patient; sensitive to criticism; structured; social; helpful; committed; money-motivated; responsible.	Individualistic; family-oriented; solution-oriented; ready for action; impatient; flexible; egocentric self-reflective; independent; money-motivated; promotion-oriented.	Team-oriented; communicative; career-oriented; goal-oriented; self-confident; open-minded; versatile; inquisitive; adaptable; questioning; committed; money-motivated.	Team-oriented; communicative; project-oriented; critical; ready for action; willing to perform; environmentally aware; questioning; virtual; innovative; intelligent.
<b>Motto for life</b>	live to work	work to live	First live then work	Work is only one part of life
<b>Work-relevant characteristics of the generations</b>				
<b>Motivation</b>	Intrinsic (personal success)	Extrinsic (expectation of parents)	Intrinsic (materialism)	Extrinsic (social environment)
<b>Attitude towards the employer</b>	Loyalty; willingness to sacrifice; high work ethic; high commitment to work.	Ready for action, but not self-sacrificing; effective at work critical of existing structures	Universally applicable; values & goals; must be part of the personal; attitude; fit; personal fulfilment.	Loyalty; striving for self-realisation in private life.
<b>Expectations of the employer</b>	Stability; fairness; value stability; appreciate justice; opportunity for advancement.	Stability; open to criticism and feedback; local proximity and good accessibility; possibility of further training; opportunities for promotion.	Stability demands regular, constructive; feedback; opportunity for further training; opportunities for promotion; freedom of decision; interesting tasks.	Stability; demands regular, constructive; feedback; meaningful activities; project work; development opportunities.
<b>Behaviour towards hierarchy</b>	Authority is recognised; structures are adhered to.	Authority is accepted critical of authority.	Authority is questions existing structures.	Authority is ignored; breaks structures.

Generation BB is very interested in passing on their knowledge and experience to the younger generations, even if they have lost their knowledge edge due to technological progress. In general, it can be said that the exchange among each other is desired irrespective of generation and age. In a survey, those involved in generation BB mentioned respectful

interaction as a challenge, whereby the younger generations are considered to be the cause [13, pp. 7-8].

On the subject of collaboration, exchange and feedback the three younger generation X, Y and Z are clearly different from their BB predecessors. The generation BB likes to work in teams and exchange ideas personally, but is critical of feedback and tends to reject it. Generation X prefers to work for themselves and exchange ideas via digital means. They are open to feedback and constructive criticism [8, p. 165].

By comparison, generation Y is again more inclined towards teamwork and personal exchange. They demand open and regular feedback. Generation Z's thirst for information is a challenge for leadership, especially for older supervisors. Generation Z in turn has high expectations of their leaders, who need them for inputs and extensive feedbacks, they also prefer to conduct preferably face-to-face meetings. This generation likes to work on projects [2, p. 29].

The different preferences and attitudes are of great importance for generation transition because it shows that especially an employee of generation X is likely to be dissatisfied in teamwork.

Conclusion. The following is a summary of the generational characteristics and factors related to the work environment presented at the table 2. Today, employers and managers have to show flexibility, which requires large-scale systemic changes: cultural and operational, together with adoption of a new way of thinking, openness in demonstrating socially responsible behavior, creating a new corporate culture that would support cultural diversity, recognition, development and opportunities for alternative employment.

With generation Z, a completely new type of employee enters the labor market. Unlike previous generations who worked hard and made a commitment to their company, Generation Z does not want to give too much of themselves to the company. It tries to separate private life and work, to which it does not want to devote too much time. To organize the best interaction of different generations in the workplace, it is necessary to understand what employee behavior the company needs to achieve its goals, identify the "pain points" of employees that prevent them from being effective, and work with the problems of each generation, taking into account their needs, which, having one and the same source of the problem can be completely different. The direction of further research in this field is to identify the peculiarities of the interaction of generations in the conditions of online work.

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