

Generation Z's Expectations of Their Leaders: A Cross-cultural, Multi-dimensional Investigation of Leadership Styles

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Abstract: Gen Z representatives from one Western and one Eastern European country were the subjects of an empirical study investigating leadership style preferences and effects of motivation and performance on leader preferences. Data from 131 Ukrainian and 157 Austrian Gen Z representatives were analyzed. Different dimensions of leadership were examined, including transactional/transformational leadership and production/employee/change orientation of leaders. The results show significant differences in expectations between cultures, and within different leadership styles. Generation Z representatives from collectivist cultures with high power distance, long-term orientation, and high uncertainty avoidance have higher expectations of their future leaders than those from individualistic countries with lower power distance, less long-term orientation, and low uncertainty avoidance. A higher level of work motivation leads to a higher relevance of transformational, transactional pecuniary, and transactional non-pecuniary leadership styles in a collectivist, uncertainty-avoiding country with high power distance (Ukraine), while there is no effect in an individualistic country with low uncertainty avoidance and low power distance (Austria). Also, higher levels of work motivation lead to more appreciation of employee / production / change orientation in Ukraine, but only to higher levels of employee orientation in Austria. High performers in Austria tend to accept transactional sanction-based leadership, while this is not the case in Ukraine. In general, generations that may be described as universally similar have different perceptions depending on the culture they grew up in. For business leaders, the study provides insights into Gen Z employees and their leadership expectations. Managers from different business sectors working with employees from different cultural backgrounds should be aware of their employees' different expectations. Recruiters will eventually have a better understanding of which arguments regarding leadership their future employees prefer and can adjust their recruitment messages accordingly.

Keywords: Transformational leadership, transactional leadership, Generation Z, cross-cultural leadership, HR Management, global workforce

1. Introduction

Leadership scholars have long advocated for greater consideration of cross-cultural issues in leadership, including the need to better understand how cultural factors influence leadership expectations, styles, and outcomes. (Dickson, Den Hartog & Mitchelson 2003; Hanges et al. 2016). The globalization of the world of work has increased the mobility of the workforce. This leads to challenges in management and leadership, as people from different cultures need to collaborate and work together. Leadership today means more than control, delegation, and budgeting. With increasing competition for the best talent in many countries and industries, the main task of modern leaders is to create a work environment in which people will want to work - not simply have to work (Hinkelmann & Enzweiler 2018). A new generation, the so-called "Gen Z", is starting to enter the world of work (Gabriellova & Buchko 2021). For companies to remain competitive in their global markets, they need good and motivated young employees from this generation. These employees are increasingly part of a global workforce, which adds another dimension of change. Finding talent willing to adapt to a different cultural environment is not easy. Therefore, managers need to redesign their leadership strategies and concepts and try to adapt to the needs and expectations of employees and create conditions that are also conducive to a global workforce (Chillakuri & Mahanandia 2018).

2. Generation Z

It is a social necessity and an inevitable development that generations change over time. Generational theory, popularized by Strauss and Howe (1991), defined generational cohorts as groups of people who were born during the same time period and had similar life experiences during their formative years. Each generation has its own specifics, demands and requirements (Wilson & Gerber 2008). Generation Z with birth dates between 1996 and 2010 (Black, Asadorian & Dunnett 2017) is now on the threshold of or already in the work process. Generational changes and global developments also imply the evolution of the concept of leadership. Leaders

can expect that their leadership skills and style will be judged in different ways by different generations and representatives of different cultures. Youth studies show that generational patterns develop differently in each culture and that the way in which a generation develops its specific characteristics is influenced by the culture in which the representatives of that generation grew up (Woodman & Bennett 2015).

3. Leadership as a critical variable for businesses

With globally evolving markets and new groups of potential employees entering the markets, human resource management must anticipate new requirements and evolve accordingly in order to be competitive in the fight for talent. Akbari et al. (2017) found that leadership style is particularly important for attracting and retaining motivated employees who deliver company and brand-related messages to potential business partners and customers. Lindgreen et al. (2009) found that employees who tend to have a transformational leadership style are positively associated with interactional and network marketing. Transactional leadership style, in contrast, is positively related to database and network marketing. Yueh and colleagues (2010) examined transformational and transactional leadership styles in relation to the implementation of knowledge-based customer relationship management. They found that transformational (but not transactional) leadership styles are effective when implementing knowledge-based customer relationship systems.

3.1 Leadership styles

Since Bass (1985) introduced the terms transformational and transactional leadership styles into the scientific discussion, the distinction between relationship-oriented and task-oriented leadership has assumed an almost paradigmatic status in the leadership literature (Den Hartog, van Muijen & Koopman 1997). Other styles have been developed and tested, but in principle they share many similarities with Bass's broad classification of whether leadership is focused on people or on tasks. Transformational leaders are characterized by being proactive and raising the consciousness of their followers so that they understand and support the collective interests of the organization. The leader aligns with the overall goals of the organization and motivates employees by emphasizing common, overarching goals, projecting an idealized vision, and communicating to employees that the vision is achievable. In transactional leadership, the focus is on concrete exchange processes between leaders and followers (Podsakoff et al. 2006). It is based on the fulfilment of agreed obligations determined by specified goals and their monitoring as well as the control of results. Transactional leadership is based on contingent (material or psychological/social) rewards, and sanctions for non-fulfilment of contractual obligations (Antonakis, Avolio & Sivasubramaniam 2003). Jensen et al. (2019) conceptualized three subtypes of transactional leadership: leadership by "contingent pecuniary rewards", "contingent non-pecuniary rewards" and "sanctions". Pecuniary rewards refer to material benefits in various forms that become due upon fulfilment of the contractual agreement or are withheld in the event of non-fulfilment. Non-pecuniary rewards refer to non-material recognition, such as praise, positive feedback and appreciation for achievements. Sanctioning is about the specific punishment of mistakes, negative efforts, and performance deviations, or even the threat of negative consequences if poor performance does not improve. Transformational and transactional leadership styles are understood as distinct but not mutually exclusive concepts (Park & Rainey 2008). In another approach to categorize and systematize leadership styles, Ekvall and Arvonen (1994) distinguish between a production, task, and outcome oriented style, a change or transformation oriented style, and an employee or attention, dedication oriented leadership style. Both Bass's and Ekvall & Arvonen's categorizations are utilized in this research.

3.2 Culture and leadership in Austria and Ukraine

With respect to the two countries under study here, it is important to note that there are intensive business relationships between Austria and Eastern European countries, Ukraine specifically. The Austrian Federal Ministry for European and International Affairs (2022) reports that more than 250 Austrian companies operate in Ukraine and that Austria is among the top ten foreign investors in Ukraine¹. Knowledge about leadership styles can play a key role in recruiting as well as in training employees to work at the interface between companies and customers. According to the UN International Office for migration (2021), Ukraine is a migration (out) as well as immigration (in) country. There is an active exchange of students, graduates and workers between Austria and Ukraine. Therefore, it is interesting to understand young people's expectations of leadership and to analyze possible differences in these perceptions. Historically, Austria and (at least the western part of nowadays) Ukraine had some commonalities, but the societies have developed very differently since that time. Ukraine as a post-Soviet culture is characterized by collectivism and a low level of self-organization (Blyznyuk &

¹ The study was conducted in late 2021.

Lepeyko, 2016). Groups are important, they care for each other and receive loyalty in return. Relationships have priority over the accomplishment of tasks. Ozaralli and Rivenburgh (2016) note that in more collectivist cultures, the interests of the group take precedence over personal needs. Group loyalty and group decisions are rewarded, while individual decisions and dissenting opinions or behaviors are not encouraged. Austria, on the other hand, has a moderately high score for individualism. In such cultures, individuals are expected to take care of themselves and hiring and promotion decisions are made on the basis of merit (Hofstede Insights 2021). In Ukraine, the degree of power distance is high. Power distance reflects the extent of unequal distribution of power in social structures (family, organizations, institutions, or society as a whole) and tolerance of inequality. Ukrainian culture has a higher perception of internal inequality and more pronounced hierarchical structures (Wackowski & Blyznyuk 2017). Austria ranks among the lowest in the world for the dimension of power distance. Unequal distribution of power is less tolerated, hierarchies are seen as less important (Hofstede Insights 2021). There are a few studies examining the relationship of power distance and marketing. Uncertainty avoidance reflects the extent to which members of a society minimize the risk of making wrong decisions. Ukraine has a very high score on uncertainty avoidance. Ukrainians feel threatened by ambiguous situations. To minimize anxiety, people resort to traditional social patterns and place great value on the basic components of their occupations, such as job security, benefits, and permanence. (Aydin & Mclsaac, 2004). Austria ranks lower in uncertainty avoidance, but still has a certain preference for avoiding uncertain situations. Long-term orientation refers to a society's inclination towards maintaining a connection to its past when facing the challenges of the present and the future (Hofstede Insights 2021). With respect to leadership, Jung and Avolio (1999) found that long-term oriented individuals perform better under a transformational leadership style. Ukraine scores very high in long-term orientation. It is difficult for them to understand the complexity of the present because it is very much tied to the past. Austria is also oriented toward the long term, albeit to a lesser extent than Ukraine.

4. Hypotheses development

Based on the cultural and economic differences between the countries in the previous section, several hypotheses will be tested to shed light on the different expectations of Ukrainian and Austrian Gen Z representatives of their future leaders.

4.1 Main differences in leadership preferences

As a collectivist country with high levels of power distance and uncertainty avoidance it is expected that expectations from leaders are higher in Ukraine than in Austria. The authors assume that this holds for transformational as well as for transactional leadership styles. When considering the different economic situation of the countries, transactional leadership styles that are based on pecuniary (monetary) rewards may show the largest difference between the countries. *H1: Transformational and transactional leadership styles (pecuniary, non-pecuniary, sanctions based) are all more important in Ukraine than in Austria. For transactional leadership with pecuniary rewards, the differences are the largest.*

Considering employee/production/change orientated leadership styles, it is assumed that employee oriented leadership styles are higher valued in Austria than in Ukraine, because individualistic and low power-distant cultures expect managers to be more attentive to them as individuals. For production oriented leadership, which is related to giving clear tasks and applying a hierarchical structure higher levels are expected for Ukrainian respondents, because this leadership style tends to decrease uncertainty through a higher assessability of results and task fulfilment. Change oriented leadership includes dimensions of transformation, motivation, and intellectual stimulation and adaptation to changing conditions. Ukraine as a European country is increasingly influenced by Western attitudes and behaviour. As such, change is an ambivalent construct. On the one hand, change is related with uncertainty, on the other hand it includes opportunities for improvement and personal development. Regarding the Gen Z as the subject of this study, the authors weigh the attraction of change higher and assume that change oriented leadership is more attractive in Ukraine than in Austria. *H2: Ukrainian respondents weigh production orientated leadership and change oriented leadership higher than Austrian respondents, while Austrian respondents put more emphasis on employee orientated leadership styles.*

4.2 Effects of work motivation and performance on preferred leadership styles

Whilst in literature mostly causal relationships of leadership and motivation/performance are analyzed, where leadership styles serve as predictors, and motivation and performance are considered as outcome variables, this study reverses the cause-effect direction. We consider work motivation and actual performance as predictors of the appreciation of various leadership styles. Work motivation is an important determinant of personal and organizational accomplishments (Kanfer, Chen & Pritchard 2008). Although being disputed (Reiss 2012), dualistic

theories distinguish between intrinsic and extrinsic motivation. With respect to expected leadership styles, intrinsic motivation might be more related to transformational, employee, or change oriented styles, while extrinsic motivation is rather connected to transactional (reward and punishment) oriented styles of leadership. With respect to transformational leadership-, change-, and employee-oriented leadership, we expect that higher levels of motivation lead to higher expectations regarding these leadership styles, independent of the country, because intrinsically motivated people expect from their leaders inspiration, willingness to adapt and commitment to their employees. With respect to transactional leadership styles, especially monetary and non-monetary rewarded ones, we expect that for Ukrainian respondents, higher levels of work motivation lead to higher acceptance and appreciation. Ukraine has lower income levels and weaker economic conditions. Gen Z representatives, however, with unlimited access to information, so higher motivated people respond to leadership styles which promise any kind of material reward on good performance. Lastly, we assume that higher levels of work motivation do not increase the attractiveness of a transactional sanctions based leadership style, because literature suggests that the alternating effect of punishment and motivation is rather negative than positive (Ahmad, Said & Khan 2013). *H3: Higher work motivation leads to higher appreciation of (a) transformational, (b) employee oriented, (c) change oriented leadership styles, independent of the country. H4: Higher work motivation leads to higher appreciation of (a) transactional pecuniary, (b) transactional non-pecuniary leadership styles, with a stronger effect in Ukraine than in Austria. H5: Higher work motivation does not have an effect on the appreciation of a transactional sanctions-based leadership style in both countries investigated.*

With respect to the effect of work performance and expected leadership styles we argue that in high power-distant cultures high-performers appreciate leadership styles that reduce power distance, give them room for unfolding capacities and do not suppress their willingness to deliver output. As such, we hypothesize that in Ukraine transformational leadership, change oriented and employee oriented leadership styles are more expected and appreciated. Additionally, owed to the weaker economic situation in Ukraine, Gen Z members might strive for economic improvement, which is especially true for people who have the ability to perform. This might lead to a higher willingness to accept transactional, monetary or non-monetary rewarded leadership styles. In individualistic cultures and in well-settled economic conditions like Austria, high-performers might perceive themselves independent, hierarchically as well as economically, and as such the effect of performance on expected and appreciated leadership styles is lower for all types of leadership styles. *H6: Ukrainian respondents with higher levels of performance have an increased appreciation of (a) transformational, (b) change oriented, (c) employee oriented, (d) transactional pecuniary, (e) transactional non-pecuniary leadership styles. H7: For Austrian respondents, there is no effect of performance on one or more preferred leadership styles.*

5. Methodology

A cross-cultural quantitative survey was conducted in Austria and Ukraine to find out Gen Z representatives' expectations of their preferred leadership style. 157 Austrian and 131 Ukrainian students were asked about their expectations of transformational and transactional elements of leadership. 71% of the sample were female, 29% were male. Respondents were between 17 and 25 years old. 26% of the sample had no job experience, 26% up to one year, and 30% had an experience of one to five years. 18% had more than five years of job experience. To measure transformational and transactional leadership, a scale developed by Jensen and Andersen (2019) was used. The instrument contains 13 items, measuring four factors, (a) transformational leadership (4 items, $\alpha=.894$), (b) contingent nonpecuniary rewards (3 items, $\alpha=.786$), (c) contingent pecuniary rewards (3 items, $\alpha=.804$), and (d) contingent sanctions (3 items, $\alpha=.799$). Factors (b) to (d) are dimensions of transactional leadership. Change/Production/Employee orientation (CPE) was measured by Ekvall and Arvonen's (1991) instrument. Employee orientation (6 items, $\alpha=.630$), production orientation (5 items, $\alpha=.701$), change orientation (4 items, $\alpha=.625$). Work motivation was measured by using Gagné et al.'s (2010) work motivation scale (12 items, $\alpha=.829$). Performance was measured using a 10 item scale ($\alpha=.835$) (Azevedo Andrade, Queiroga & Valentini 2020). Age, gender, and work experience were measured categorically. A multivariate analysis of variance was conducted to examine differences between the Ukrainian and Austrian subsamples. MANOVA is a commonly used statistical technique for examining groups for mean differences between several dependent variables that are related to each other (Huberty & Olejnik 2006). Since it can be assumed that there is some relationship between the leadership dimensions measured in this study, MANOVA offers an advantage over separate analysis of variance (ANOVA) tests because it takes into account the relationships between the dependent variables (Bray & Maxwell 1985).

6. Analysis

At first, bivariate correlations of all leadership factors were calculated. As expected, the seven factors of leadership style had moderate correlations in both subsamples. Correlations of factors was not higher than .621; $p=.000$ and not lower than .152; $p=.000$, thus the condition of a moderate correlation of variables was met. To test H1 and H2, a multivariate analysis of variance was performed with the seven styles of leadership style as dependent variables, country as the main factor, and gender and work experience as covariates.

Table 1: Multivariate Analysis of Variance for country Ukraine / Austria

Leadership style		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Transformational	Contrast	16.564	1	16.564	21.319	.000	.070
	Error	219.882	283	.777			
Transactional pecuniary reward	Contrast	41.124	1	41.124	64.760	.000	.186
	Error	179.711	283	.635			
Transactional non-pecuniary reward	Contrast	4.788	1	4.788	4.932	.027	.017
	Error	274.737	283	.971			
Transactional sanctions-based	Contrast	21.790	1	21.790	25.050	.000	.081
	Error	246.166	283	.870			
Employee oriented	Contrast	3.959	1	3.959	4.204	.041	.015
	Error	266.524	283	.942			
Production oriented	Contrast	2.077	1	2.077	2.099	.149	.007
	Error	280.013	283	.989			
Change oriented	Contrast	1.069	1	1.069	1.051	.306	.004
	Error	287.768	283	1.017			

The F tests the effect of Country. This test is based on the linearly independent pairwise comparisons among the estimated marginal means. a. Computed using alpha = .05

The univariate F tests (Table 1) present a significant difference between Ukrainian and Austrian respondents for Transformational Leadership, Transactional Leadership (Pecuniary), Transactional Leadership (Non-Pecuniary), Transactional Leadership (Sanctions), and Employee Oriented Leadership, with respect to how they prefer the different leadership styles. For Production Orientation Leadership and Change Orientation Leadership, no significant country differences were found.

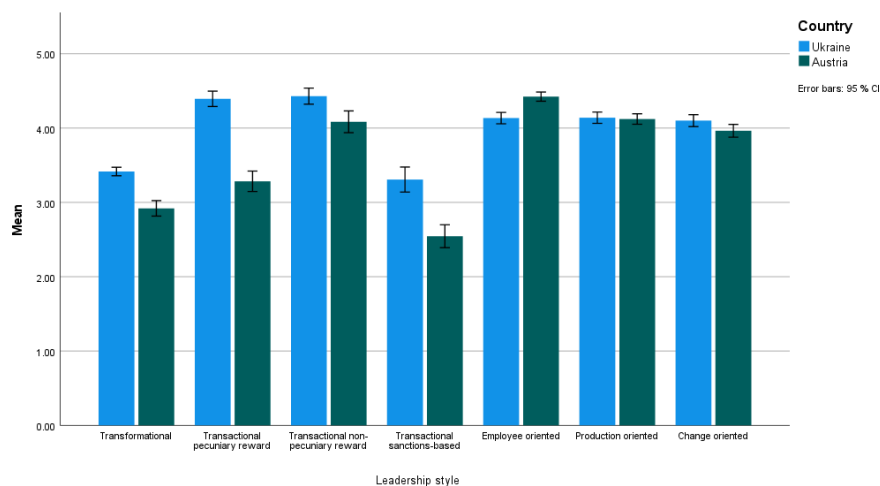


Figure 1: Preferred leadership styles in Austria and Ukraine

To test effects of motivation and performance on the preference of leadership styles, another multivariate analysis of variance was calculated, with high/low levels of performance/motivation as factors, and for each country separately.

Table 2: Multivariate analysis of variance for different levels of performance

Country	Leadership style		Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Ukraine	Transformational	Contrast	1.402	1	1.402	4.885	.029	.037
		Error	36.166	126	.287			
	Transactional pecuniary reward	Contrast	2.404	1	2.404	6.164	.014	.047
		Error	49.131	126	.390			
	Transactional non-pecuniary reward	Contrast	3.237	1	3.237	5.683	.019	.043
		Error	71.779	126	.570			
	Transactional sanctions based	Contrast	.050	1	.050	.057	.811	.000
		Error	110.640	126	.878			
	Employee oriented	Contrast	5.648	1	5.648	5.649	.019	.043
		Error	125.966	126	1.000			
	Production oriented	Contrast	10.655	1	10.655	11.751	.001	.085
		Error	114.252	126	.907			
	Change oriented	Contrast	7.280	1	7.280	9.334	.003	.069
		Error	98.273	126	.780			
Austria	Transformational	Contrast	.486	1	.486	.416	.520	.003
		Error	178.737	153	1.168			
	Transactional pecuniary reward	Contrast	.090	1	.090	.110	.741	.001
		Error	126.053	153	.824			
	Transactional non-pecuniary reward	Contrast	.672	1	.672	.520	.472	.003
		Error	197.683	153	1.292			
	Transactional sanctions based	Contrast	3.666	1	3.666	4.294	.040	.027
		Error	130.642	153	.854			
	Employee oriented	Contrast	1.432	1	1.432	1.689	.196	.011
		Error	129.741	153	.848			
	Production oriented	Contrast	1.906	1	1.906	1.907	.169	.012
		Error	152.978	153	1.000			
	Change oriented	Contrast	4.542	1	4.542	4.091	.045	.026
		Error	169.848	153	1.110			

The F tests the effect of Performance. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

MANOVA results indicate significant effects of performance on preferred leadership styles for transformational, transactional pecuniary and transactional non-pecuniary leadership, employee oriented, production oriented, and change oriented leadership of Ukrainian respondents, whilst there was no significant effect of performance on transactional sanctions leadership style. For Austrians, transactional sanctions leadership style and change orientation leadership react significantly to changes in the performance level.

To test effects of work motivation on preferred leadership styles, another multivariate analysis of variance was computed, with high/low motivation levels as factors, and gender and job experience as covariates. Results indicate a significant effect of work motivation on transactional leadership pecuniary, production, employee, and change orientation leadership styles for Ukrainian respondents, whilst for Austrian respondents motivation levels had a significant effect on a preference for an employee oriented leadership style only.

Table 3: Multivariate analysis of variance for different levels of motivation

Country	Dependent Variable		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Ukraine	Transformational	Contrast	1.125	1	1.125	3.889	.051	.030
		Error	36.443	126	.289			
	Transactional pecuniary reward	Contrast	3.784	1	3.784	9.984	.002	.073
		Error	47.751	126	.379			
	Transactional non-pecuniary reward	Contrast	2.177	1	2.177	3.767	.055	.029
		Error	72.839	126	.578			
	Transactional sanctions based	Contrast	.275	1	.275	.313	.577	.002
		Error	110.415	126	.876			
	Employee oriented	Contrast	5.116	1	5.116	5.096	.026	.039
		Error	126.498	126	1.004			
	Production oriented	Contrast	9.224	1	9.224	10.046	.002	.074
		Error	115.683	126	.918			
	Change oriented	Contrast	3.554	1	3.554	4.391	.038	.034
		Error	101.998	126	.810			
Austria	Transformational	Contrast	.001	1	.001	.000	.982	.000
		Error	179.222	153	1.171			
	Transactional pecuniary reward	Contrast	1.253	1	1.253	1.535	.217	.010
		Error	124.891	153	.816			
	Transactional non-pecuniary reward	Contrast	1.523	1	1.523	1.184	.278	.008
		Error	196.832	153	1.286			
	Transactional sanctions based	Contrast	2.725	1	2.725	3.168	.077	.020
		Error	131.583	153	.860			
	Employee oriented	Contrast	4.530	1	4.530	5.473	.021	.035
		Error	126.643	153	.828			
	Production oriented	Contrast	3.075	1	3.075	3.099	.080	.020
		Error	151.809	153	.992			
	Change oriented	Contrast	.418	1	.418	.368	.545	.002
		Error	173.972	153	1.137			

The F tests the effect of Work motivation. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

7. Discussion

From a cross-cultural perspective, the results show interesting associations with the cultural characteristics of the countries studied. First, Ukrainian respondents generally attach higher importance to all factors of leadership styles than Austrian interviewees. Research suggests that some cultures might perceive and evaluate leadership and its effects more important than others (Campion & Wang 2019; Wendt, Euwema & van Emmerik 2009). In collectivist cultures, leaders are assumed to place social interests above their personal interests. Leadership is a group phenomenon in that it involves leaders and followers who are connected by the organizational framework. In this study, Gen Z representatives, consequently, also allocated more importance to the various dimensions of leadership. For both countries, the transactional leadership style with contingent non-pecuniary rewards ranked highest of all. This might lead to the conclusion that Gen Z in both investigated countries acknowledges the relevance of contractual relationships between leaders and followers. However, non-pecuniary rewards like feedback, appreciation, praise etc. are the most expected characteristics of a future leader, ranking even higher than transformational leader characteristics.

Since financial rewards are associated with concrete material benefits, this result can also be explained by the different economic conditions in the two countries studied. In Ukraine, where the economic situation is less favorable for young people in many areas, the desire for monetary benefits in return for performance is stronger.

The leadership style based on contingent sanctions was ranked lowest in both countries. However, the difference between Ukraine and Austria was very strong, with Austrian respondents ranking this style even much lower than Ukrainian respondents. From a cultural perspective, these results can be explained through the dimensions of power distance which is much higher in Ukraine than in Austria. Wang and Guan (2018) reported that in authoritarian leadership structures (which often use sanctions to punish deviant conduct), employees

from high power distance cultures are more likely to accept authoritarian behavior than employees from low power distance cultures.

Regarding work motivation and work performance as antecedents of preferred leadership styles, the results show significant differences in Austria and Ukraine. While all measured leadership styles were positively related to performance (i.e. high performers show a greater appreciation for the respective leadership style), the largest effect was found for production orientation leadership. High performers in Ukraine appreciate this style, which tends to place a stronger emphasis on getting the work done than on the welfare and motivation of the employees. For Austrian respondents, in contrast, performance levels only affected the transactional, sanctions-based leadership style in a way, that high-performers appreciate this style more than low performers.

Moderating effects of work motivation were found in all leadership styles except transactional, sanctions-based ones in Ukraine, with the strongest effect of motivation for production-oriented leadership. In Austria, the only significant effect of different levels of motivation was found in the employee-oriented leadership style.

8. Conclusions and Implications

The results of this cross-cultural study provide conclusions and implications for both academia and business leaders. For the scientific community, further empirical evidence is presented on the different expectations of Generation Z members towards their future leaders depending on the cultural context. For cross-cultural theory, the relationship between expectations of leaders under the condition of cultural dimensions such as collectivism, uncertainty avoidance, long-term orientation, and power distance is examined in more detail. Generational theory is supported by evidence that generations labelled as similar are not the same but have different perceptions and expectations depending on the culture in which they grew up.

Managers and leaders of different functions can infer from the findings that Generation Z has different expectations of their future leaders and prefers transactional leadership with non-monetary rewards and transformational leadership over transactional, pecuniary, and sanctions-based leadership. However, these expectations differ among representatives of different cultures. Members of Generational Z from Ukraine have higher overall expectations of their future leaders. Managers who will be working with employees from different cultural backgrounds should be aware of the different expectations of their employees.

9. Limitations

Of course, this examination is also subject to certain limitations. Although Austria and Ukraine were chosen as two countries with very different characteristics of cultural dimensions, a generalization to cultures with similar dimensional structures should be treated with caution. Moreover, Ukraine itself is a large country, and different mentalities might prevail in the eastern and western parts of the country. Replications of this study in other countries with a comparable setting could support the results even more clearly. Secondly, the study surveyed students who still had little professional experience. Future studies could also include young employees in companies with somewhat more work experience and thus possibly obtain even more meaningful results. Thirdly, the expectations placed on a future manager are naturally shaped by various factors. Future studies could include variables such as motivation, work atmosphere, etc. and thus better understand the contribution of culture to explaining expectations of managers. Finally, the COVID crisis during which this study was conducted may have had an impact on respondents' expectations for their future in general and for leadership in particular.

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