Lepeyko Tetiana
Simon Kuznets Kharkiv National University of Economics
ORCID: https://orcid.org/0000-0001-8667-509X
Zehetner Daniela
Simon Kuznets Kharkiv National University of Economics
Zhehetner Andreas
University of Applied Sciences Upper Austria,
ORCID: https://orcid.org/0000-0002-8615-8153

THEORETICAL BACKGROUND OF LEADERSHIP STYLE DIFFERENTIATION: GENERATION ASPECT

Current trends that trigger changes in organisations and companies create the prerequisites for revision of leadership theory background, and theory of generations should be concerned as necessary for rethinking of the basic postulates if leadership theory. The purpose of the research is to represent the theoretical background of choosing leadership style according to the features of generation the leaders and their subordinates belong to. Multiple definitions of the term leadership have been considered taking into account different approaches. In addition, it is emphasized that the leadership theories were mainly concerned with a manager succeeding based on their characteristics, behaviour or leadership styles. Further, with the influence of generational changes, the issues of effective leadership have been reviewed. It is outlined that generational differences affect not only the communication in the company, but represent different leadership styles. The main statements of the theory of generations by N. Howe and W. Strauss are analyzed and summarized, the characteristics of different generations are given. The importance of repetitive archetypes is emphasized. The formation of each generation is affected by two opposite periods of transformation of society, crisis and recovery. The connection between archetypes, generation and society condition is researched and generalized. It should be taken into consideration that unlike general statements, every country may have some specific features of each generation depending on historical events. However, an important aspect of the theory of generations is the study of the process resulting the formation of value characteristics of national generations, providing both synchronic and diachronic research. In conclusion, the theoretical grounding relating leadership style, psychological features and values of specific generation gives possibility to theoretical implications along with practical implementation of recommendations on leadership style changes in the process of generation transition. The further research including the "leadership-generation" model cultural factor could be of great practical value.
Key words: leadership, leadership style, theory of generations, archetypes, characteristics, values.

Problem statement. The traditional leadership theories emerged in the age of machine mass production (mostly in the first half of the 20th century) and corresponded to the mechanistic picture of the world: the low-skilled workers were considered cogs in the factory system and had to be instructed, controlled and motivated by managers. The leadership theories of that time were primarily concerned with the factors of success on the part of the manager – his or her characteristics, behaviour or leadership styles. Nowadays many scientists talk about megatrends that will trigger a process of change in organisations and companies which leads to changes of leadership theory background. New challenges of global economy and transitions of the leader's generations at most companies lead to necessity of rethinking of the basic postulates if leadership theory.

Analysis of recent research and publications. The issues of leadership have been of scientific interest for several generations of researches due to the subject that has been under the influence of everlasting changes in the society. Thus, leadership has been considered by both foreign and Ukrainian scientists, namely, P. Drucker, D. Buchanan and A. Huczynski, T. Blyzniuk, A. Yermolenko, T. Lepeyko, etc. But the background for choosing a leadership style is a very controversial issue that needs more detailed and proper consideration.

Purposes of the article. The purpose of the research is to develop theoretical background of choosing leadership style in accordance with the features of generation to which leader and subordinates belong.

The economic psychologist Lutz von Rosenstiel defines leadership as "goal-related influence" [1, p. 3]. Von Rosenstiel differentiates between "leadership through structures" and "leadership through people". Examples of leadership structures are the hierarchy in a company, job descriptions or performance incentives such as bonuses or wage increases. However, since not all circumstances and conditions in a company can be calculated in advance, and since the human resource differs from other resources through individuality, self-determination and personality, every company also needs leadership through people. Due to the increasing complexity of many work processes, people as leaders and management by people are becoming more and more important. Even where leadership is provided by structures, people determine the extent to which these rules are followed. Leadership therefore depends on people and the way they interact and communicate with each other [1, p. 4].

Back in 1939, a traditional division into the three leadership styles "authoritarian leadership style", "democratic leadership style" and "laissez-faire style" comes from the social psychologist Kurt Lewin [2]. He and his colleagues showed that each of these three styles has different characteristics and effects on performance and motivation. Since then, numerous leadership styles have been presented, discussed and analysed.

Presentation of the main material. Today, leadership is a managerial and ethical category which has been discussed by different authors during long time. Table 1 presents main definitions of the term of "leadership" as found in the academic literature.

First of all, it can be seen from table 1.1 that there is no common approach to define leadership.

Table 1

Morphological analysis of the definition "leadership"

Authors	Definition	Key words
Griffin, Phillips et al. [3]	leaders are individuals, who can influence the others' behaviour without resorting to force, and those who are accepted by others as leaders	ability to influence
Keith Davis [4]	Leadership is the process of encouraging and helping others to work enthusiastically toward objectives	process of encouraging
Van Fleet and Griffin [9]	Leadership is an influence process directed at shaping the behaviour of others	influence process
John Maxwell [5]	Leadership is influence, nothing more, nothing less.	influence
C.I. Barnard [6]	Leadership is the quality of behaviour of the individuals whereby they guide people or their activities in organized efforts.	guide people or their activities
Warren Bennis [8]	leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential	function of knowing yourself
Koontz and O'Donnell [9]	Leadership is the process of influencing people so that they will strive willingly towards the achievement of group goals.	Striving willingly towards group goals
Keys and Case [10]	Leadership is the process of influencing and supporting others to work enthusiastically towards achieving objectives	process of influencing people
Charles Handy [13]	A leader shapes and shares a vision which gives point to the work of others	shapes and shares a vision
Hemphill and Coons [11]	Leadership is the behaviour of an individual when he is directing the activities of a group toward a shared goal	behaviour of an individual
Jaques E. and Clement, S.D. [12]	Leadership is that process in which one person sets the purpose or direction for one or more other persons and gets them to move along together with him or her and with each other in that direction with competence and full commitment.	behaviour of an individual
Buchanan and Huczynski [13]	Leadership is a social process in which one individual influences the behaviour of others without the use of threat or violence.	social process
Peter F. Drucker [14]	Leadership is not magnetic personality that can just as well be a glib tongue. It is not "making friends and influencing people", that is flattery. Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations	lifting a person's vision to higher sights
Prentice, W.C.H. [15]	Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve particular ends.	accomplishment of a goal
Cribbin, J.J. [16]	Leadership is an influence process that enable managers to get their people to do willingly what must be done, do well what ought to be done."	influence process
Batten, J.D. [17]	Leadership is a development of a clear and complete system of expectations in order to identify evoke and use the strengths of all resources in the organization the most important of which is people.	system of expectations

Source: compiled by the author based on relevant literature

Most authors use the following key words: ability to influence, process (social, influence), guide people/activities, function of knowing yourself, behaviour, system of expectation, vision and values.

Despite these different approaches, the essence of leadership is mostly the same, but authors use different terms and approaches to explain it. Ultimately, all of them are concerned with shaping cooperation with employees and among employees in a professional context in such a way that the most ideal and sustainable performance possible can be achieved for the company. This means leadership is viewed at as guiding people activities and influence related to long term goals and values, not just behaviour or social process.

According to the subject of this thesis, not only theoretical implications, but practical recommendations on leadership style changes under the process of generation transition and with consideration of different cultures are to be developed.

Modern enterprises are confronted with a complex and constantly changing environment, and increasingly challenging work processes. People as leaders and management by people are becoming more and more important. Even where leadership is provided by structures, people determine the extent to which these rules are followed. Leadership therefore depends on people and the way they interact and communicate with each other [1, p. 4].

Traditional leadership theories emerged in the age of machine mass production (mostly in the first half of the 20th century) and corresponded to the mechanistic picture of the world: the low-skilled workers were considered cogs in the factory system and had to be instructed, controlled and monetised by (all) knowing managers, controlled and driven by monetary incentives. The leadership theories of the time were primarily concerned with the factors of success on the part of the manager – his or her characteristics, behaviour or leadership styles.

Generational changes (from X to Y to Z etc.) could have considerable influences on the working environment in all sectors and at all stages of working life. Gen Z, for instance, is highly influenced by internationalisation and digitalisation. This can also be seen as an opportunity for organisational transition and leadership development, which ultimately need to transform the way they do business in order to compete. Although leadership plays a central role in this transformation process, there is little research on the relationship between leadership theory and "Gen Z". The same is true for knowledge about what an effective leader should include with regard to the new generation. The aim of this thesis is to contribute to the debate on effective leadership of the new generation by exploring how prospective workers perceive leadership styles and competencies.

Generational differences in organisations affect the transmission of important information from managers to employees at different hierarchical levels. This can be attributed to differences in the values, views and opinions of different generations. The way leaders perceive and deal with these generational differences and how each generation views their leaders can lead to problems in the workplace [19].

This manifests itself in a need for different leadership styles. Zemke et al. go even further and explain that different leadership styles are necessary in order to be able to perform management tasks in an environment with generational differences. Other authors claim that there is no standardised leadership style (Davenport & Prusak, 1998) and that successful leaders need to adapt their leadership style to the needs of their employees (Hofstede, 2019).

These differences, which relate to values, attitudes and beliefs, require a leadership style that should be flexible and able to adapt to all generational differences, as presented by Meredith and colleagues [24]. The leadership style used should include a veteran structure that emphasises delegation, an individualistic approach that encourages self-development among baby boomers, an energising style that gives X-ers a sense of making a difference, and a team goal that is relevant to the later generations' values of achieving larger societal and business goals [25].

The basis of the theory of generations, which was developed in the 90s of the twentieth century by N. Howe and W. Strauss independently [18] is the statement that the definition of belonging to the appropriate generation is based on the dominance of the relevant basic values inherent in this generation. They studied the history of society in the United States from the 16th century to the present and concluded that every 20 years a new generation appears in society with different values. Later in [14] it was proved that the behaviour patterns of people belonging to one generation are not at all similar to the behaviour patterns of members of another generation, even at the same age. Sickness of scientists [19; 21; 24; 25] agree that each generation has signs of distinctiveness, based on the diversity of values of each generation, which determine the further behaviour of this generation, and the defining characteristic of each generation is a list of basic values of this generation. N. Howe and W. Strauss [18] believe that the social generation is a set of people born in one twenty-year period, which meets three general criteria: 1) age in history, ie the experience of the same historical events at about the same age; 2) common, unified beliefs and patterns of behaviour inherent in the representatives of this generation; 3) a sense of belonging to this generation. There is a constant interaction between the generations because each previous generation through its actions (progressive or regressive) forms the next generation, and this process is constant. In the context of this theory, most scientist's value [19; 24; 25] understand the significance of phenomena and objects of reality in terms of their compliance or non-compliance with the needs of society, social groups and individuals. Therefore, the values of each generation should not be considered individually, but only on the basis of group behaviour, because the behaviour of each individual is determined by a system of values, in which in addition to generational national and individual levels of values.

The main postulates of the theory of generations, formulated by N. Howe and W. Strauss are [18] are shown in Table 2.

For our research, an important insight is that archetypes are repeated because the new generation wants to correct or compensate for those traits of the older generation that seem unacceptable to it. Thus, representatives of one archetype form generations of the opposite archetype. Significant influence on the formation of each generation has the influence of two opposite periods of transformation of society: crisis and recovery. Well known that periods of crisis stimulate society to unite when peoples face of common danger or enemy, form an ethic of self-sacrifice and the pursuit of order. During the crisis, the values of individualism prevail, and state institutions, like the entire institutional order as a whole, are criticized in terms of new social and spiritual ideals.

Archetypes are repeated because the new generation wants to correct or compensate for those traits of the older generation that seem unacceptable to it so we need to take into account that during generation transition there is conflict of generation between representatives of one archetype form generations of the opposite archetype. Significant influence on the formation of each generation has the influence of two opposite periods of transformation of society: crisis and recovery. Periods of crisis stimulate society to unite in the face of common danger, form an ethic of self-sacrifice and the pursuit of order. During the upsurge, the values of individualism prevail, and state institutions, like the entire institutional order as a whole, are criticized in terms of new social and spiritual ideals.

The time frame of each generation is quite conditional, and at the junction of generations there are borderline, so-called "echo" generations, whose representatives are the bearers of the values of both generations and act as a kind of mediator between generations. In the process of growing up, members of the borderline generation sometimes join one of the adjacent generations. The change of generations sets in motion the cycle of transformations of soci-

Table 2

Main statement of generation theory

Statement of theory	Explanation	Reflection on generation transition
Theory based on values and foundations of the society		
Take into account cycle of the society development	80-90 years, 20-25 years stages (recovery, development, decline, crisis)	Lead to the generation conflict
Each generation have their inherited set of values	Generation formed each20-25 years Duration of the generation the same as duration of the human life	Formed based on social, economic, political conditions in which they are going through the process of socialization
There are 4 archetype exist: hero, artist, prophet, nomad	Archetypes are repeated because the new generation wants to correct or compensate for those traits of the older generation that seem unacceptable to it.	Archetypes by their social orientation are divided into: dominant generations, ie brought up in periods of ups and downs (prophets and heroes); recessive generations, brought up in periods of development or crisis (nomads and artists)

ety and determines the periodicity of this process. When a generation enters the next phase of life (and a new social role), the mood and behaviour in society change fundamentally, allowing the new generation to express itself.

Connection between archetypes, generation and society condition generalized and presented on Figure 1.

Initially, the ability of this theory of generations was confirmed by N. Howe and W. Strauss [18] only on the example of the history of US society, which was the empirical basis for research to form this theory. That is why its validity in its original form for other regions and countries has been questionable, despite the general universality of many key aspects of the theory. However, in further studies of the characteristics of the generations of the United States, Canada, South Africa, some countries in Asia and Europe N. Howe and W. Strauss [18] proved that there is a need for minor adjustments to the list of values taking into account the development of individual territories. war, etc.). But in general, the values of one generation in different countries are universal. The results of the study of the features of modern generations in Western Europe and the United States, namely the generation of baby boomers (born 1943–1960), generation X (1961–1981 years of birth) and generation Y (1982–2000 years of birth) are presented by the author in [19; 24; 25].

Also proved in [19; 20; 24; 25], that under the influence of globalization processes, the representatives of modern generations in Western Europe and the United States and in Ukraine have almost the same generational values. Thus, starting from generation Y, Austrian generations are formed more under the influence of general world events than regional factors. However, an important aspect of the theory of generations remains the study of the process of formation of value characteristics of national generations, which were formed before the globalization process, because this process should be considered only on the basis of specific historical features and local socio-economic and political situation.

Some issues of the theory of generations was adapted by Ukrainian researchers such as T. Lepeyko [23; 25], A. Yermolenko [22], T. Blyznyuk [19; 24] and others. For some countries , such es Ukraine, was determined that the time limits of birth of generations differ significantly from the corresponding generations of US society, which were studied by N. Howe and W. Strauss [18], for 3-5 years. Because in Western Europe and the United States a number of generations begin several years earlier than in Ukraine, due to the effects of World War II, later social changes in the institution of the family and the time and speed of Internet penetration, studied in [19; 24; 25]. The main criterion for determining the time limits of each generation are the features of the environment (political and economic events in society), which affect the formation of the relevant values f this generation. Based on this criterion, the time limits and main characteristics (values and events that formed these values) of modern generations in Ukraine were determined, namely: the silent generation; generation of baby boomers; generation X; generation Y; generation Z. These characteristics were studied in detail in [19–25].

Conclusion. Recent research on leadership has provided a more complete understanding of the physiological and managerial processes occurring in the process and model of leadership style formation at an enterprise. Current tendencies of globalization together with transition of generation in the management leads to necessity of rethinking approaches to leadership which based on values of specific generation.

Findings suggest that the leadership should be understanding as a process of guiding people activities and influence related to long term goals and values, not just behaviour or social process.

However, the relationship between the leadership style and generation's features is still unclear.
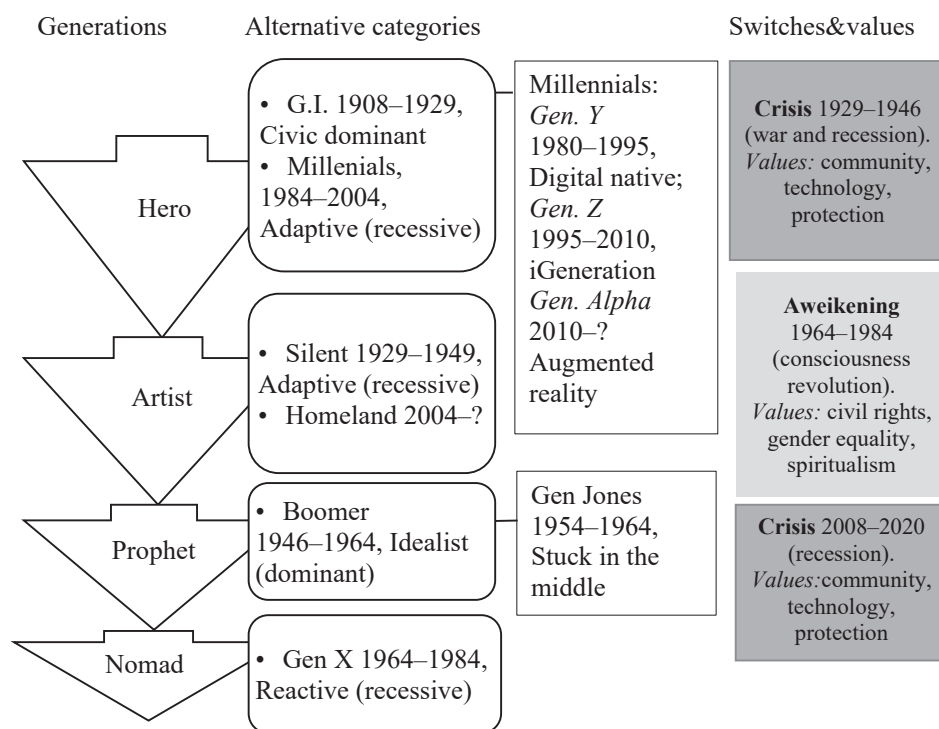

Figure 1. Generation characteristic (1901–1925)

Source: developed based on [19; 23–25]

Generational transitions (from X to Y to Z etc.), as it was found, has considerable influences not just on the working environment but on leadership style which laying at the background of enterprise system of management. Consequently, it is also should be seen as an opportunity for organisational transition and leadership development, which transformed the way of doing business.

Theoretical grounding of relationship between leadership style, psychological features and values of specific generation gave possibility to theoretical implications together with practical recommendations on leadership style changes under the process of generation transition. The further research can be dedicated to including to the "leadership-generation" model cultural factor.

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Лепейко Т. І.
Цихетнер Данієла
Харківський національний економічний університет імені Семена Кузнеця
Цихетнер Андреас
Університет прикладних наук Верхньої Австрії

ТЕОРЕТИЧНІ ОСНОВИ ДИФЕРЕНЦІАЦІЇ СТИЛІВ ЛІДЕРСТВА: АСПЕКТ ПОКОЛІННЯ

Анотація

Сучасні тенденції, які викликають зміни в організаціях і компаніях, створюють передумови для перегляду підґрунтя теорії лідерства, і теорія поколінь має бути задіяна як необхідна для переосмислення основних постулатів теорії лідерства. Мета дослідження – представити теоретичні основи вибору стилю лідерства відповідно до особливостей покоління, до якого належать керівники та їх підлеглі. Було розглянуто кілька визначень терміну лідерство з урахуванням різних наукових підходів. Крім того, наголошується, що теорії лідерства в основному розглядали успішність менеджера на основі його характеристик, поведінки або стилю лідерства. У дослідженні розглядаються питання ефективного лідерства під впливом зміни поколінь. Підкреслено, що відмінності поколінь впливають не лише на комунікацію в компанії, а й представляють різні стилі лідерства. Проаналізовано та узагальнено основні положення теорії поколінь Н. Гоува та В. Штрауса, а також наведено характеристики різних поколінь. Закцентована увага на важливості повторюваних з покоління в покоління архетипів. Зазначено, що на формування кожного покоління впливають два протилежні періоди трансформації суспільства, криза і підйом. Досліджено та узагальнено зв'язок між архетипами, поколінням і станом суспільства. Наголошено, що слід враховувати той факт, що на відміну від загальних тверджень, кожна країна може мати певні особливості кожного покоління в залежності від історичних подій. Проте важливим аспектом теорії поколінь є дослідження процесу формування ціннісних характеристик національних поколінь, що передбачає як синхронічні, так і діахронічні дослідження. Підсумовуючи, можна стверджувати, що теоретичне обґрунтування зв'язку між стилем лідерства, психологічними особливостями та цінностями конкретного покоління дає можливість для теоретичних імплікацій разом із практичним запровадженням рекомендацій щодо зміни стилю лідерства в процесі зміни поколінь. Подальші дослідження, включаючи культурний фактор моделі "лідерство-генерація", можуть мати велике практичне значення.

Ключові слова: лідерство, стиль лідерства, теорія поколінь, архетипи, характеристики, цінності.