

## LEADERSHIP PREFERENCES OF GENERATION Z IN KALIMANTAN: A LOCALIZED MIXED-METHODS EXPLORATORY STUDY

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### Abstract:

**Background:** Generation Z is increasingly influencing the contemporary workplace through advanced digital skills, a strong preference for flexible work arrangements, and expectations for genuine and value-based leadership. Nevertheless, leadership preferences can differ across regions and specific demographic settings.

**Purpose:** This study analyzes the localized viewpoints of a particular Generation Z group concerning the leadership styles they consider most effective within the current workplace environment.

**Design/methodology/approach:** An exploratory mixed methods design was used, involving data collection from a limited group of respondents, most respondents were based in Kalimantan (88.1%). Quantitative responses from closed-ended questions were examined descriptively through frequency distributions. The qualitative analysis employed text mining and word frequency analysis using Voyant Tools to identify dominant keyword patterns and visualize associations related to leadership characteristics in open ended responses.

**Findings/Result:** The descriptive findings and word frequency analysis revealed that transformational, servant, and authentic leadership traits were the most favored among respondents. Text analysis further demonstrated that terms such as “inspirational,” “empathetic,” “transparent,” and “integrity” played a central role in describing the qualities of an ideal leader.

**Conclusion:** Despite its limited statistical strength and geographic coverage, this exploratory study presents a localized perspective of Generation Z in Kalimantan, suggesting that leadership approaches centered on inspiration, empathy, and transparency are strongly valued within this particular cohort.

**Originality/value (State of the art):** This study contributes an initial and localized understanding of a regional segment of Indonesian Generation Z, offering an early reference for organizations operating in similar contexts while emphasizing the importance of wider and more statistically rigorous research on the future workforce.

**Keywords:** leadership style, z generation, voyant, mixed methods, workplace environment

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## INTRODUCTION

The modern work environment is experiencing a profound shift due to the growing influence of Generation Z (Gen Z) within the workforce. Individuals born from 1997 to 2012, Gen Z is noted for their exceptional digital competencies, a strong desire for flexibility, and high expectations of leadership. They aspire to work in settings that encourage individual growth, offer recognition, and provide important work experiences (Dwidienawati & Gandasari, 2018). As a result, conventional, authoritarian, and repetitive management styles are proving ineffective in promoting engagement, frequently resulting in rising turnover rates and generational conflicts among younger employees (Afandi et al. 2022; Hardian & Eric Hermawan, 2022).

In Indonesia, this demographic change is highly crucial as the country experiences a demographic bonus, where Gen Z are a substantial portion of the productive age population. Based on data from Badan Pusat Statistik (2026), Generation Z contributes 37.93% of the total Indonesian population. According to recent national labor statistics, this generation is rapidly joining various regional industries, transitioning from academic environments into formal workforces. However, the expectations of Gen Z often fall into conflict with the deeply ingrained organizational cultures in Indonesia, which traditionally lean toward high power distance, strict hierarchy, and paternalistic leadership. When these younger, autonomy driven employees face rigid corporate structures, a cultural friction occurs, impacting their professional well-being and organizational commitment (Guslina et al. 2025; Reformasianto & Faizah, 2024).

This dynamic may become more nuanced when examined within specific regional economic contexts such as Kalimantan. Compared with Indonesia's major metropolitan business centers, several regions in Kalimantan continue to be influenced by resource-based industries alongside growing corporate and local business environments. These settings may reflect organizational arrangements shaped by broader Indonesian workplace cultures, including hierarchical coordination and established leadership structures. Such tendencies have been discussed within Indonesian organizational literature, which highlights paternalistic orientations and relatively high power-distance relationships as enduring aspects of workplace interaction (Hofstede, 2016; Irawanto et al. 2011;

Reformasianto & Faizah, 2024). This cultural context may demand management concepts and leadership practices to be interpreted and adapted within local organizational conditions. Understanding how Gen Z interprets and evaluates leadership within such localized contexts is therefore important, particularly as studies focusing specifically on regional workforces in Indonesia remain relatively limited. Furthermore, as younger employees increasingly join established sectors, differences between traditional organizational practices and developing workforce expectations may shape how leadership is perceived and evaluated (Butar Butar, 2018; Top et al. 2015). Consequently, examining leadership preferences among Gen Z in Kalimantan may provide contextual insights for organizations seeking to adapt managerial practices and support talent development among emerging employees.

Extant management literature has significantly established that modern leadership perspectives specifically transformational, servant, and authentic leadership appeal greatly to the younger workforce because their emphasis on inspiration, empathy, and transparency (Balakrishnan et al. 2024; Hendarsjah & Mulyadi, 2025). Several studies (Bunasim, 2021; Chuah et al. 2025; Roy et al. 2025) confirm that Gen Z naturally gravitates toward these collaborative styles. However, an important contextual gap remains in the current literature: much of the existing research predominantly focuses on general or metropolitan workplace settings rather than regional workforces.

In the Indonesian context, workplace dynamics are heavily governed by high power distance, strict hierarchical structures, and paternalistic collectivistic values (Reformasianto & Faizah, 2024; Top et al. 2015). While previous studies suggest that Generation Z prefers transformational traits, they offer limited explanation as to how these global generational expectations interact or diverge when constrained by local and regional realities. Most research on Indonesian Gen Z treats the demographic as a homogenous national group, overlooking peripheral and regional workforces such as those in Kalimantan where local organizational cultures may reveal distinct structural constraints compared to the metropolitan capital of Jakarta. Furthermore, existing mixed-methods literature on this subject offers to leave an analytical gap, where qualitative text patterns are presented as isolated frequencies rather than being structurally integrated to explain the cultural nuances of the quantitative results.

To address this critical gap, this study does not only duplicate well established definitions of leadership types. Instead, this study aims to provide a localized, exploratory framework evaluating how a specific regional group of Gen Z in Kalimantan conceptualizes effective leadership within a traditionally hierarchical and collectivistic work culture. Utilizing a text mining mixed methods approach, this research seeks to link the descriptive quantitative preferences of Gen Z with an exploratory qualitative analysis of their core vocabulary. By utilizing word frequency and keyword in context patterns via text-mining tools, this study aims to analyze why certain leadership traits are prioritized and how these choices conform to prevailing regional cultural structures. The findings are expected to provide localized insights for organizations operating within regional Indonesian contexts.

## METHODS

This study is grounded in the theoretical intersection of Gen Z behavioral characteristics and three established contemporary leadership styles: transformational, servant, and authentic. To explore these dynamics within a specific regional context, this study utilizes primary data obtained directly from a localized group of Gen Z. Given the exploratory nature of this research, a mixed-methods empirical approach was deployed. Primary data were gathered using a structured online questionnaire consisting of two types of items: closed-ended items to capture structured, quantifiable descriptive data regarding explicit preferences for specific leadership styles, and open-ended items to elicit unprompted, qualitative insights, allowing respondents to describe ideal leadership traits in their own native terminology.

Primary data were collected through a cross-sectional online survey via Google Forms and distributed over a defined period through social media and messaging platforms such as Instagram, WhatsApp, and Telegram. Given the exploratory nature of this study and the absence of a centralized sampling frame for regional young workers, a non-probability convenience sampling approach was employed. As a result of this sampling strategy, the respondent distribution showed substantial geographic concentration, with 88.1% of participants residing in the Kalimantan region. While this

concentration limits the generalizability of the findings to the broader Gen Z workforce, it also provides a context-specific perspective that aligns with the study's objective of examining leadership preferences within a localized regional setting. The questionnaire itself was systematically divided into three functional modules: (1) Demographic profiling, designed to capture respondent characteristics; (2) Leadership preference assessment, to assess respondents' preferences toward leadership characteristics; (3) Qualitative textual prompts, to explore respondents' own descriptions and keywords regarding leadership characteristics considered important in their workplace experiences.

Data analysis employed an integrated mixed-methods approach, combining descriptive quantitative analysis with qualitative text exploration (Johhn w. Creswell; Vicki L. Plano Clark, 2018; Wiedemann, 2013). The analytical procedure consisted of two complementary components the quantitative component and the qualitative component. This study employed computational text mining and word frequency analysis using Voyant Tools, an open-source web-based text analysis platform (Kairaitytė-Užupė et al. 2023; A. Miller, 2018; Welsh, 2014). Following these procedures, an integration stage was conducted by comparing quantitative leadership preference patterns with qualitative keyword trends identified through Voyant Tools. The combined findings were interpreted in relation to existing leadership literature and relevant Indonesian cultural contexts, including collectivist and hierarchical workplace orientations (Fetters et al. 2013; Morse, 2010).

The Figure 1 shows the research framework used to analyze effective leadership styles for Gen Z by integrating leadership theory by using mixed-methods analysis. The study begins with an understanding of Gen Z characteristics, such as being digital natives, value-driven, and preferring authenticity and purpose in their work. These characteristics provide the contextual foundation for the study and guide the selection of relevant leadership paradigms. The theoretical basis of the research illustrates on established leadership theories from the literature, such as transformational leadership, servant leadership, and authentic leadership. These theories are used as analytical frameworks to explore how different leadership approaches align with the values and expectations of Gen Z employees.

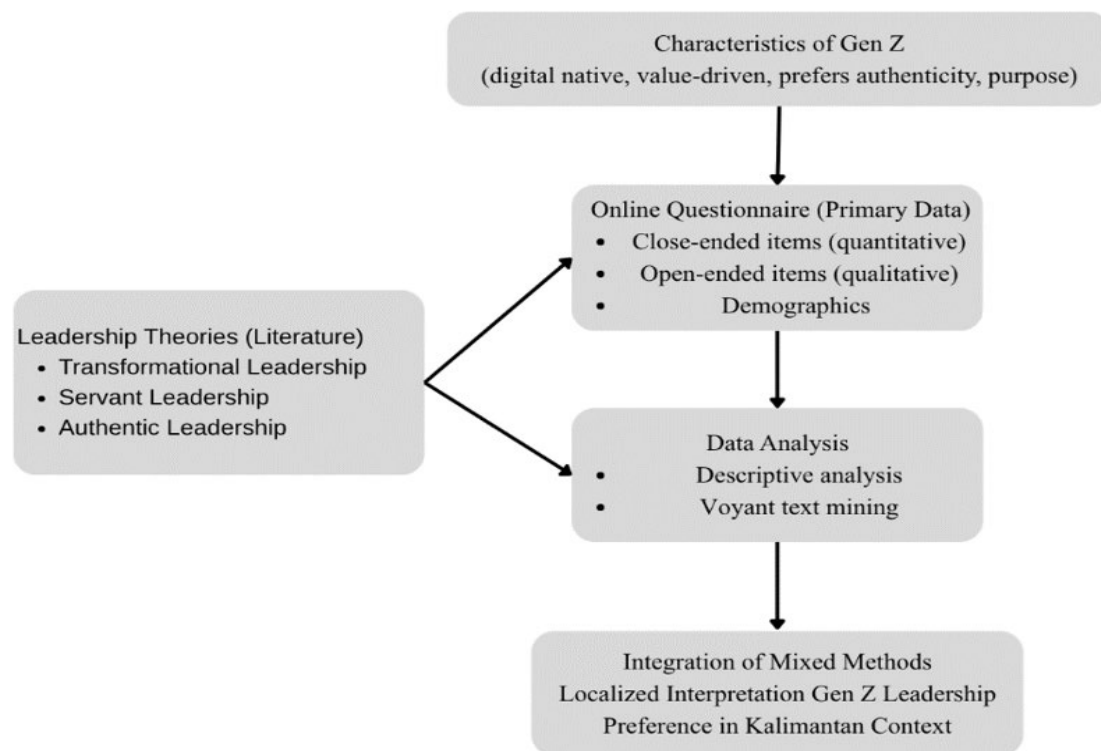


Figure 1. Research framework

## RESULTS

Based on Figure 2a, the majority of respondents (N=100) is the 19–23 age group with 73.4% of the sample, followed by respondents aged 24–28 years (20.2%). This distribution indicates that most participants are Gen Z individuals who are actively engaged in the workforce. As many respondents are at an early stage of their professional careers, their perceptions of leadership may be shaped by workplace adjustment, supervision experiences, and developing professional expectations. This demographic profile provides useful context for understanding the importance of leadership-related terms such as inspiration and direction in the qualitative responses (Lebedeva & Subbotin, 2020; Livingstone, 2018; Nichols, 2018; Williams, 2020).

Figure 2b indicates the gender distribution of respondents, with 58.7% female and 41.3% male participants. This indicates that female respondents constitute the majority of the sample. Although this study did not specifically examine gender-based differences in leadership preferences, the gender composition provides relevant demographic context for interpreting the overall results.

Figure 3a shows that the majority of respondents occupy staff-level positions with 67%, followed by managerial roles with 22.9% and supervisory positions with 10.1%. This indicates that many respondents experience leadership primarily through direct supervision and office workplace interaction. Consequently, their leadership preferences may reflect practical expectations related to communication, guidance, and interpersonal support within operational settings (Alston et al. 2021; Jian & Fairhurst, 2017).

Figure 3b illustrates that 46.7% of respondents have more than one year of work experience, followed by those with 6 months to 1 year of experience with 27.1% and less than 6 months of experience with 26.2%. This distribution indicates that a substantial proportion of respondents have accumulated ongoing workplace exposure. Such experience may influence how leadership is evaluated, particularly in relation to communication, trust, and workplace relationships. The qualitative responses provide additional observations into how these leadership expectations are expressed across varying levels of work experience (R. L. Miller, 2012; Ofosu-Anim & Back, 2021).

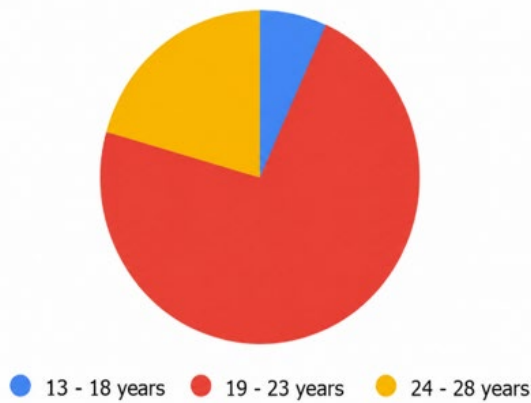


Figure 2a. Respondents' age distribution

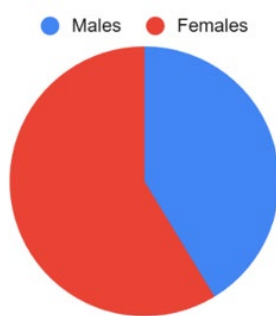


Figure 2b. Respondents' gender composition

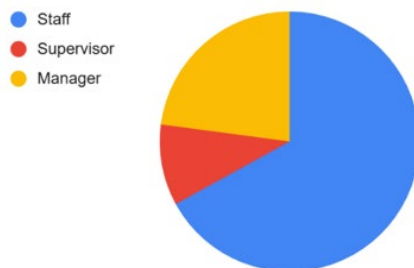


Figure 3a. Respondents' occupational positions

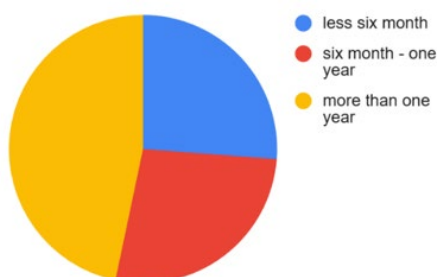


Figure 3b. Respondents' work experience

Based on Figure 4, most respondents (88.1%) reside in Kalimantan, indicating that the sample is concentrated in this region. Smaller proportions of respondents originate from Java, Sumatra, Sulawesi, and Papua. While this concentration limits broader generalization, it offers a localized perspective on leadership preferences within regional Indonesian workplaces. The contextual characteristics of Kalimantan may therefore present useful background for interpreting the leadership themes identified in this study, particularly given the importance of cultural and organizational context in leadership interpretation (Hofstede, 2016; Irawanto et al. 2011).

The word cloud visualization presents the prominence of several leadership-related terms frequently mentioned by respondents. Rather than functioning as evidence, these recurring keywords complement the quantitative findings by demonstrating how respondents describe preferred leadership characteristics using their own words. Terms such as inspiration, direction, and role model appear often within the responses, suggesting that many participants associate effective leadership with motivational guidance and positive behavioral example. These characteristics align with transformational leadership dimensions emphasizing inspirational motivation and idealized influence (Agazu et al. 2025; Deng et al. 2023).

In addition, keywords such as empathy, humility, and support reflect leadership qualities commonly associated with servant leadership, which emphasizes service, employee development, and concern for follower wellness (Eva et al. 2019; Hai & Van, 2021). Together, these patterns indicate that respondents value leaders who not just motivate and provide direction but also demonstrate interpersonal concern and openness. The example of motivational and supportive leadership related terms may also be interpreted in relation to the respondent profile, which is largely composed of staff level and early career employees who experience leadership mostly through everyday workplace interaction.

Figure 6 illustrates the distribution of five frequently occurring leadership related keywords across ten segments. Observing how these come out through the responses provides additional insight into the consistency and relative importance of leadership themes within respondent narratives. The keyword inspiration appears visible in segments 2 and 10,

indicating that respondents frequently associate effective leadership with encouragement, motivation, and the communication of meaningful goals or direction. This characteristic aligns with the inspirational motivation dimension of transformational leadership. Meanwhile, the keyword *direction* shows a relatively stable distribution across segments, particularly in the middle sections. This pattern indicates that respondents value leaders who provide clarity, guidance, and support for task completion. Together, the recurring appearance of *inspiration* and *direction* indicates that leadership characterized by motivation and clear communication is consistently emphasized within respondent narratives, a pattern also discussed in studies of younger employees and workplace expectations (Nugroho et al. 2025; Rani & Suneja, 2025).

The keyword empathy demonstrates a relatively even distribution throughout the responses. Its recurring

appearance shows that emotional understanding and attentiveness to employee wellness remain important considerations within respondents' descriptions of effective leadership. Such qualities are commonly associated with leadership approaches emphasizing mentorship and employee support. Finally, the keyword role model appears consistently across the segments, indicating that respondents value leaders who illustrate integrity and offer behavioral example through their actions. This theme aligns with the idealized influence dimension of transformational leadership. Overall, the keyword patterns suggest that respondents in this study tend to value leadership characterized by motivation, guidance, interpersonal concern, and openness. These findings support broader leadership perspectives suggesting that leadership effectiveness and preference are often shaped by contextual and relational factors rather than representing a single universal pattern (Jyoti, 2024; Reformasianto & Faizah, 2024).

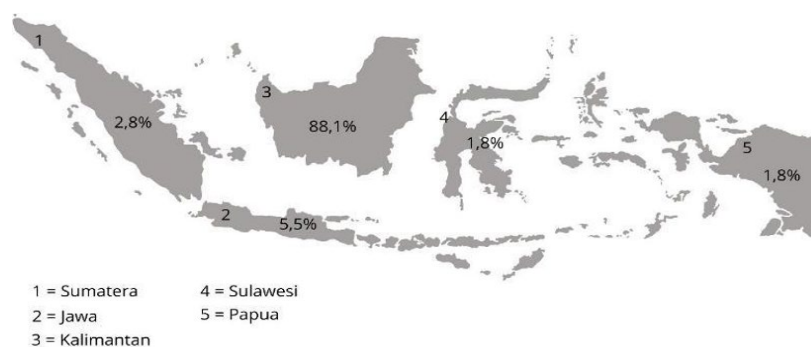


Figure 4. Respondents' domicile



Figure 5. Word-Cloud visualization

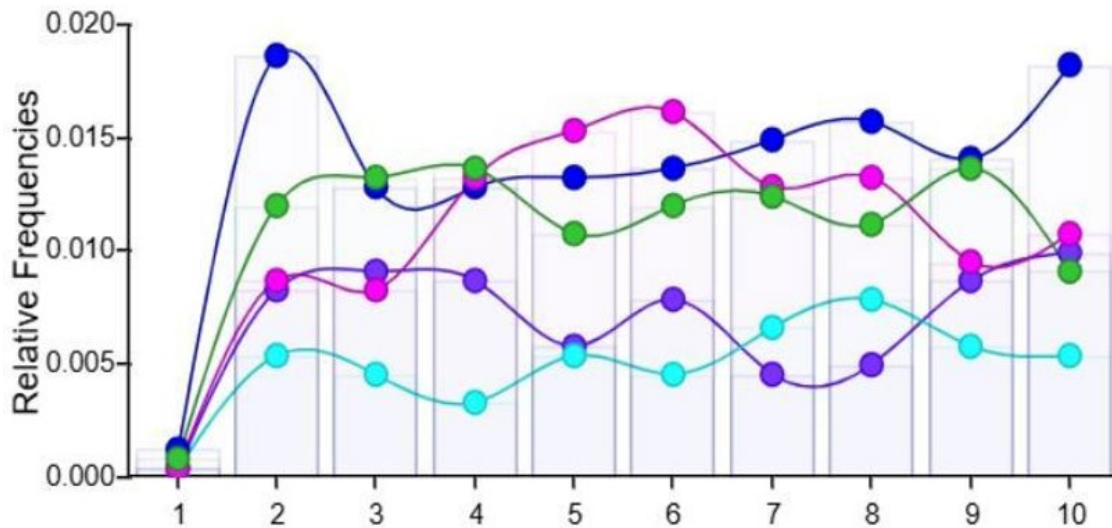


Figure 6. Keyword trend

## Managerial Implications

This research offers an initial result about how Gen Z perceives leadership based on their local experiences. Additionally, it shows that Gen Z, despite having characteristics labeled as ‘unique’ in the professional world, can be well-managed under the right leadership that matches their character. Within this context, companies can implement upskilling programs for their leaders in preparation for managing Gen Z as part of the workforce. Ultimately, this study is expected to become a baseline for further research regarding the relationship between Gen Z and leadership styles.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

This study analysed the leadership preferences of Gen Z employees using a localized mixed methods approach, with respondents mostly concentrated in the Kalimantan region and mainly occupying entry level positions. Although this geographic concentration limits broader generalization, it provides a contextual perspective on leadership expectations within a regional workforce setting. The results indicate that transformational leadership characteristics, particularly inspiration and direction, were frequently emphasized among younger and early career respondents. In contrast, respondents with managerial responsibilities or longer work experience showed greater appreciation for leadership qualities associated with authenticity, transparency, and supportive interpersonal relationships.

## Recommendations

Organizations operating in regional contexts may benefit from adopting leadership approaches that are responsive to differing employee roles and career stages. For entry level employees, leadership practices emphasizing direction, encouragement, and communication may facilitate workplace engagement and adjustment. Meanwhile, employees with greater experience or managerial responsibilities may value leadership characterized by transparency, trust, and collaborative interaction. Future studies are encouraged to broaden geographic coverage and employ larger samples to improve generalizability.

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