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## **GENERATION Z PREFERENCE ON LEADERSHIP TRAITS IN INDONESIA & JAPAN: A COMPARATIVE STUDY**

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### **Abstract**

*Generation Z will crowd the workforce shortly. To prepare for this change, this research aims to identify the Generation's preference on leadership to enhance effective leadership and maximize their capabilities through motivation, commitment, persistence, productivity, loyalty by meeting this preference. Indonesia and Japan are two very uniquely similar countries in harmony, value, unity, collectiveness, diversity, and high-context communication. Yet, they have distinguished organizational culture and belief. The paper is empirical research done qualitatively through interviews with 16 informants from both countries with their respective languages for those unable to speak English. The conclusion had Leaders in the two countries are preferred to be responsible for the vision they propose, members' mistakes, the society; solve company's problems; communicate goals clearly; can say the right thing at the right time; occasionally share knowledge and ideas; listening to members' ideas; at least slightly more knowledgeable than members; establish target collectively; able to communicate trivial matters besides the formal settings. Furthermore, a correlation between the difference in background and their leadership preference is specified in the paper. The researcher recommends future research to*

*compare between two distinctive countries to conclude deeper about the detailed factors affecting leadership preference in employees.*

## **Keywords**

Leadership Traits, Generation Z, Indonesia, Japan

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## **1. Introduction**

Generation Z will be flooding the workforce in the near future and a need to understand this generation has risen. This empirical research focuses on the comparison between Indonesian and Japanese Generation Zs' preference on leadership to better understand the general preference of Generation Z toward the subject.

### **1.1. Research Background**

Indonesia, a developing low-middle income country (News Deck, 2020) with more than 250 million citizens (News Desk, 2020), is facing a similar problem with Japan, a developed high-income country with an ageing population (nippon.com, 2020; asialinkbusiness.com.au, 2021). It is hard to believe that two completely different countries in terms of development, yet both face the same problem in underemployment (EIU ViewsWire, 2015) (McLannahan & Soble, 2014). The utilization of the workforce in the two uniquely different countries is still in question. In addition, the situation is not getting any better with the emergence of Generation Z into the workforce; massively in Indonesia and steadily in Japan. McKinsey classifies the two countries like Indonesia as a youthful country, whilst, Japan is an ageing country (Kim, McInerney, Smith, & Yamakawa, 2020). Researchers have just conducted findings upon Generation Y, yet the new generation has joined causing more unanswered questions in the society. With the aforementioned issues, it becomes clear and important to find a quick solution for the two countries to maximize their economic cycle through utilizing employment and attracting the right talent from the beginning. It may be impossible in reality to identify the root cause of the two problems and solve them within one research paper; however, despite the differences between the two countries' situations and the uniqueness of the two countries, there is one common solution and that is effective leadership – with this, it is possible to utilize the young workforce to its utmost benefit by maximizing their performance, facilitate change for a better future for both countries. Through this, Indonesia will be capable of reaching an efficient state that supports the country to not just be well-known for being consumptive but also excel in

production. Compared with Japan, its country's long-known stagnation in the economy will be at ease if only the younger generations of change could contribute fully into the society and provide further solutions for the country (Journal of Economic Literature, 2013) – especially in a rapidly scaling entity within the business world, social impact can be scaled as well – the solution could be achieved faster (Miller, 2017). To achieve this, the researcher plans to identify the preference on leadership *traits* among Generation Z in the two countries and compare them for further understanding of the two countries' distinguishment for better implementation. It is to be noted that this research will not cover Generation Z's preference on leadership *style* – due to the importance of specifications in characteristics that determine effective leadership. In the 1920s, leadership traits are also said to not only be inherited but also obtainable through training. This led to more and more studies during the 20<sup>th</sup> century to find out what traits define a successful leader to be developed in others, this was called trait theory (Witt, 2012). Having the scope of research tunneling at leadership traits would also provide flexibility within its usage in society/business. By conducting this research, problems in the workforce could also be further solved such as ineffective staffing and lack of leadership strategy (Pires, 2017; Li, 2017).

## **1.2. Problem Identification**

Japan and Indonesia are two very unique countries. They are very different in terms of organizational culture and belief; however, they are also similar to an extent in terms of harmony value, unity, collectiveness, diversity, and high-context communication. With the addition of Generation Z taking 32% of the globe's population now (*Spitznagel, 2020*), more and more questions are starting to pop with no answers. In the business context, the problem has risen to a clear state that the cause for ineffective staffing and leadership strategy is due to the lack of understanding toward which traits Generation Z prefers in a leader (*Pires, 2017; Li, 2017*). In Indonesia, this lack of understanding has further developed into an extreme underemployment case, along with youth unemployment (*Virdhani & Birra, 2019; EIU ViewsWire, 2015*). While in Japan, uncertainty is such a hindrance that Generation Z became the main victim of anxiety, explaining the title "Generation of anxiety" (*Sakashita, 2020*). Furthermore, Japan's well known economic stagnation has made the country enforce Abenomics in 2012 (*McLannahan & Soble, 2014*). The success of this strategy is taking time; however, it introduces Japan to a new problem of underemployment due to massive growth in part-time workers (*McLannahan & Soble, 2014*). Thus, these reasons have built a fundamental foundation toward the importance of identifying

Generation Z's leadership traits preference in the two countries. Furthermore, comparing the two results would spark a new type of research in the future to be directed towards what factors led to these differences in preferences.

### **1.3. Research question**

What Leadership Traits do Generation Zs in Japan and Indonesia prefer from their leader?

### **1.4. Research objective**

To solve leaders' confusion on how to communicate and lead a group of Generation Zs, specifically in Japan and Indonesia.

### **1.5. Research Scope**

The scope of this study is geographically restricted to two countries – Indonesia and Japan. Data will be collected from employees ranging from full-time and other employment types who have at least been in the workforce for 6 months. Amid a pandemic COVID-19, it makes the process more limited to online video calls as the main medium to interview. Limitation to language makes it necessary to invite third-party into the translation process. These leadership preference findings are restricted to what traits Generation Z in Japan and Indonesia would like to see in leaders and whether the difference in the background affects their choice. This paper does not focus on finding what factors affect leadership preference.

## **2. Literature Review**

Leadership is the art of influencing and encouraging people from different backgrounds to reach a certain destination together (Everett, 2021). The importance of leadership is undeniable because it is they who bring solutions to problems (CE Noticias Financieras, 2019).

Leaders are not managers; likewise, managers are not leaders. However, managers can be leaders. The difference between them is managers are more like captains, analysts, conductors, and controllers; while leaders are visionaries, collaborators, salespeople, and negotiators (Healthcare Executive, 2001).

These leadership traits are made into choices for employees to pick from to decide on their preferences. Below presents their components that are both synonyms and an important part of the respective trait along with their definitions:

**Table 1:** *Leadership Traits, Components, and Explanations*

TRAIT	COMPONENT	DEFINITION
<b>PRIMARY TRAITS</b>		
Hidden (To be out of sight)	Invisible	To be behind the curtain, not stand-out
	Unnoticeable	To work in disguise, without being noticed
Knowledgeable (To be theoretically knowledgeable as a result of studies)	Experienced	To be practically known as a result of experiences
	Astute	To have a keen eye on work, re-evaluate when necessary, showing practical cleverness or judgment
	Adept	To be a fast learner, having exceptional knowledge, experience, and skill
	Expert	To be knowledgeable to a high extend
	Competent	To be worthy of a job position through required skills for an acceptable level of performance, no one's job and others, and the ability to track down progresses
	General and Industry-specific knowledge	To have a web of knowledge to be considered smart
	Strategics	To use one's knowledge to advantage, performance-oriented, and planning
Creative (To skilfully generate ideas through the use of imagination, nurture knowledge-sharing and avoid negativity for better creativity)	Innovative	To apply ideas furiously
	Imaginative	To foresight and see the big picture
Flexible (To be broad-minded, do similar activities in different	Adaptable	To accept different tactics easily, capable of being readily changed
	Versatile	To conduct different tactics powerfully

ways, openness to experiences and changes, appear to member's needs)	Accepting	To agree with different opinions and situations
Responsible (To take consequences of one's actions (sometimes by subordinates as well))	Dependable	To be trusted when working on their own
	Trustworthy	To have a manner worthy of trust, hold honesty true to one's heart content
	Reliable	To be trusted with important work
	Accountable	To be taken liable for actions that one is trusted with
Equality (To treat every member equally, fair-minded, promote equality in the company)	Respectful	To show proper regard to others the way they are, respect between higher-ups and members
	Diverse	To be accepting, appreciative towards diversity/ differences (usually through action)
	Ethical	To be universally moral
	Righteousness	To act upon a conscience that is morally accepted
Future-oriented (To have a purpose, to have an ideal future visualization)	Visionary	To have a purpose, to have an ideal future visualization
	Conviction	To not waver one's resolve under any circumstances, free from doubts
	Optimistic	To look at the future in a positive view, inspiring hope with their view
	Dreamer	To dream big, to have a strong resolve, conduct by the image of perfection instead of real world
	Missionary	To walk the purpose with clear objectives
	Objective	To be objective-oriented
	Planning	To project a system to achieve objectives structurally and account for any possible

		risks
	Anticipating	To foresight and be prepared for the worst, to believe in the future occurrence of somethings
<p>Nursing                      (To care about others' growth and wellbeing, to attend others' needs)</p>	Considerate	To be attentive to others' wellbeing, needs, and happiness
	Guiding	To pilot while accompanying others, to give advice and instruction
	Conditioning	To strengthen others
	Coaching	To teach others how to do their work better (usually with feedback)
	Supportive	To cheer on others' decisions or accomplishments
<p>Inspiring                      (To cause strong emotional and mental stimulation in others (positively))</p>	Empowering	To strengthen others mentally
	Motivating	To give others a reason to strengthen their willpower
	Encouraging	To strengthen others emotionally, to inspire hope (usually with praises for a job well done)
	Reinforcing	To unite others' strengths
	Charisma	To charm others with one's aura, make others set a high expectation ground on oneself
<p>Effective Communication                      (Could only be done with all the following components)</p>	Straightforwardness	To be direct with information giving, and one's a true feeling
	Listening	To hear others out, pay attention to others while lowering one's own opinions

	Attentive	To read the atmosphere and understand when something is off, to have one's mind on somethings
	Persuasive	To convince with critical analogies, empathetic language, and without the use of power
<p><b>Social Awareness</b>          (To accurately notice the emotions of others and "read" situations appropriately. To sense what others think and feel to be able to take their perspective using one's capacity for empathy, to control that situation by sensing negative emotion and responding in a way that can prevent further negative emotion)</p>	Empathy	To emotionally share others' conditions, accept people, support them and recognize their speciality, to permit oneself to share experiences and understanding of others
	Understanding	To empathize and appreciate others' conditions, to have the capacity to share the feelings of others
<p><b>Self-awareness</b>          (To be aware of one's strengths, weaknesses, position, develop a sense of self and understand ethics, power, values, awareness of one's personality or character; emotional self-awareness and accurate self-assessment)</p>	Self-confidence	To be faithful of oneself
	Self-conscious	To know one's boundaries, know how others perceive oneself
	Self-realization	To know one's potential and thrive to achieve them
	Composure	To be calm and composed under all situations, evenness of emotion or temper
<p><b>Humility</b>          (To set one's position lower than actuality to stand on the</p>	Humble	To set aside achievements and acknowledge others' equally, to not show any feelings of superiority

same ground with others, respectfulness, and deference toward other people)		
Risk-taking (To be ready to face consequences of risky actions)	Bold	To be strong enough to undertake big actions/ risks
	Calculative	To be disciplined and plan consequences structurally
Dominance (To win the majority with one's opinions, controlling power or influence others)	Bossy	To establish power against others, fond of ordering others
	Powerful	To showcase control, strength in strategies and against others
<b>SECONDARY TRAITS</b>		
United (To come together as a group, unite an organization, to build a community within an organization)	Collective	To be "all for one", group
	Conjoint	To join force and strengthen each other
Extraversion (To have an outgoing, bold personality)	Communicative	To be talkative, to talk clearly, characterized by abundant communication and expression
	Sociability	To connect with others easily, quality or state of being social
Faithful (To trust others)	Trust others	To have faith in other's abilities (especially in work as employees)
Placid (To stay calm under pressure)	-	To be serenely free of interruption or disturbance
Friendly (To act nice and showcase the desire to befriend others, to show kind feeling and sincere interest)	Genuine	To establish purpose with others and create meaningful relationships among each other
	Sincerity	To be heartfelt with others, the act of being honest

<p>Liabile                  (To be liable to all company's actions)</p>	<p>Overly-responsible</p>	<p>To take responsibility for actions that are even outside of one's control (usually means everything a company does is the leader's fault)</p>
<p>Curiosity                  (To have the will to discover the unknown, desire to find out new things)</p>	<p>Questioning</p>	<p>To thrive for questions that resemble the unknown</p>
<p>Hands-on                  (Active personal involvement)</p>	<p>Hard worker</p>	<p>To not give up and thrive hard, to have lots of time and energy to do work</p>

(Source: Self)

Note\*: Secondary traits are traits that may be considered important to the target audience because they are culture-specific. Which explained why they are included despite not being proven as effective leadership traits

Expectation shapes motivation, commitment, persistence, productivity, loyalty, and most importantly – effective leadership (Bowen & R., 2011). Failing to meet this causes low retention (Branham, 2012). Members of an organization tend to want to obtain things with the help of leaders (Acar, 2012), this provides further reasons why leaders should help them by following their demands as a means of mutual exchange for the collective objective. Similar to expectation, there is preference (Wilson, Lisle, Kraft, & Wetzel, 1989). Different backgrounds affect leadership preference (Brower, 2011). Understanding preference is an effective way to present themselves as leaders and to understand how to communicate with members better (Dangmei & Singh, 2016).

Generation Z is very different from other Generations that researchers have made effort to try to understand in the past, marking the importance of researching this paper. To compare Generation Zs to the closest Generation – Generation Y, according to a study about “Y and Z Generations at Workplace”, the two Generations despite being closest in age are of the least compatible (Andrea, Gabriella, & Tímea, 2016). A brief explanation of their differences consist of: Generation Y values flexibility, mobility, broad but superficial knowledge, success orientation, creativity, freedom of information, they desire independence, have no respect for tradition, strive for new forms of knowledge, arrogant, home office, undervalue soft skills and

EQ; while Generation Z lives for the present, rapid reaction to everything, initiator, brave, rapid information access and content search, they have differing viewpoints, lack of thinking, divided attention, no desire to make sense of things, the boundaries of work and entertainment overlap, and feel at home anywhere (Andrea, Gabriella, & Tímea, 2016).

Generation Z is born from 1995 to 2010 (Bascha, 2011; Tulgan & RainmakerThinking, 2013) and have already overtaken 32% of the world's population (Spitznagel, 2020). Below are their characteristics both generally and in the workplace:

According to Gaidhani's team (2019), Generation Zs lead in the light; help Generation Y find purpose; are exceptional verbal communicators, while preferring face to face communication; live more in reality/ present; need constant feedback; prefer flexible schedule; want a personal relationship for retention at work; and maintain personal life as motivation. Furthermore, research by Andrea's team, Generation Z would comply to teamwork if forced; are quick with knowledge sharing; are happy with what they have while barely committing; have virtual and superficial relationships; question self-realization; are intuitive at IT; are initiators, brave, rapid at information access & content search; and lack thinking, have divided attention, no desire to make sense of things, have entertainment and work overlap, feel at home anywhere. They are known to be more entrepreneurial, trustworthy, tolerant, and less motivated by money; realistic, and optimistic about the future (Schawbel, 2014, as cited in Dangmei & Singh, 2016). While Generation Z also accepts long-time employment, and are okay with working with 1 boss for their entire life; are willing to go on any business trip (Dolot, 2018). Likewise, they are the least likely to job hop and are individualistic, self-directed, demanding (Generational White Paper, 2011). They are less interested to vote for the community (Institute for emerging issues, 2015). Generation Zs lack problem solving and decisions are made based on situational analysis (Coombs, 2013). Additionally, Bascha (2011) mentioned that Generation Zs prefer transparency, flexibility, personal freedom in the workplace and want to be valued for their opinion. They love to cultivate mentoring (Bridge, 2015). Generation Zs are also said to be easy to adjust to companies, certainty in the workplace, want no complex layout (Knoll, 2014). Generation Zs love honesty and integrity traits (Robert Half, 2015). Lastly, Generation Zs value community and social responsibilities (Middlemiss, 2015).

Below is the comparison between Japan and Indonesia from three different aspects:

**Table 2: Background Comparison**

	Japan	Indonesia
Workplace	<ul style="list-style-type: none"> <li>• Japanese maintain the interpersonal relationship among co-workers as not doing this is preserved as slack (Ritwik Rathore, 2018)</li> <li>• Japanese trust through communication and relationship not contract (Ritwik Rathore, 2018)</li> <li>• Confrontations are deemed impolite as they disturb harmony, and the people are conflict-averse (Ritwik Rathore, 2018)</li> <li>• Japan believes in collectivism for better results. They take pride in social group's identity (Ritwik Rathore, 2018)</li> <li>• Work efficiency is done through authority (Ritwik Rathore, 2018)</li> <li>• Competitions within the company are created for better results (Ritwik Rathore, 2018)</li> <li>• Decisions usually satisfy every member (Ritwik Rathore, 2018)</li> <li>• Insecure with uncertain future (de Bellis, Hildebrand, Ito, &amp; Herrmann, 2015)</li> </ul>	<ul style="list-style-type: none"> <li>• Indonesia wants a compassionate leader (Irawanto, 2009)</li> <li>• Companies are collective and harmonious (Irawanto, 2009)</li> <li>• Indonesia has a large power distance - for better reward system according to the portion of work (Irawanto, 2009)</li> <li>• Indonesians are short-term orientated along with short-term relationship building, setting group interest above oneself is a norm (Irawanto, 2009)</li> <li>• Collectivism makes the relationship between higher-ups and subordinates like a family (Irawanto, 2009)</li> <li>• Indonesia has a weak uncertainty avoidance score - showing slow and less initiating work (Irawanto, 2009)</li> <li>• Indonesia has a feminine culture, there is more nursing than achievement (Irawanto, 2009)</li> </ul>
Culture	<ul style="list-style-type: none"> <li>• Japanese value harmony (Saito &amp; Ohbuchi, 2014)</li> <li>• Japan is a highly masculine country with men prioritizing work as the</li> </ul>	<ul style="list-style-type: none"> <li>• Indonesian value harmony (Asia News Monitor, 2018)</li> <li>• Value family, mutual aid, culture, religion, democracy (Sihombing,</li> </ul>

	<p>"breadwinner" of the family while having distanced role from their wives despite this starting to change due to the women movement nowadays (Bhakta, et al., 2016)</p> <ul style="list-style-type: none"> <li>• Value harmony, justice, courage, virtue, politeness, honesty, sincerity, honour, loyalty (Setyanto, Wiyono, Burhanuddin, &amp; Mustiningsih, 2020)</li> <li>• Japanese are homogenous – communicate based on intuitive understanding instead of verbal (McDaniel, 2000)</li> <li>• Japan communicates indirectly, through ambiguity to maintain social stability and avoid confrontation (McDaniel, 2000)</li> <li>• Japanese puts a priority on others, please others, apologies, feign sincerity to substitute harsh comments (McDaniel, 2000)</li> <li>• Japan seek acceptance, and sometimes say yes to mean no (McDaniel, 2000)</li> </ul>	<p>2014; Sihombing &amp; Pongtuluran, 2011)</p> <ul style="list-style-type: none"> <li>• Indonesia has high-context communication: indirect, quiet conversations, conceal negative feedback (Gupta &amp; Sukamto, 2020)</li> <li>• Indonesians regard people with higher social status with manner (Gupta &amp; Sukamto, 2020)</li> <li>• Indonesians smile to hide anxiousness, they rarely display emotion (Gupta &amp; Sukamto, 2020)</li> <li>• Impatience and bad temper are considered to disturb harmony (Gupta &amp; Sukamto, 2020)</li> </ul>
<p>Generation Z</p>	<ul style="list-style-type: none"> <li>• Japanese Generation Zs are pessimistic, digitally fluent, value relationships with friends and family (Sakashita, 2020)</li> <li>• Japanese Generation Zs are careful consumers (Sakashita, 2020)</li> </ul>	<ul style="list-style-type: none"> <li>• Indonesian Generation Zs are realistic and confident, especially in technology (Hinduan, Anggraeni, &amp; Agia, 2020)</li> <li>• Indonesian Generation Zs require assistance from higher-ups in</li> </ul>

	<ul style="list-style-type: none"> <li>• Japanese Generation Zs are less loyal (Sakashita, 2020)</li> <li>• Japanese Generation Zs value personal life (Sakashita, 2020)</li> <li>• Japan Generation Zs value purposeful business over profit (Jada Nagumo, 2019)</li> <li>• Japanese Generation Zs want to make the world a better place (Jada Nagumo, 2019)</li> </ul>	<p>difficult times (Hinduan, Anggraeni, &amp; Agia, 2020)</p> <ul style="list-style-type: none"> <li>• Indonesian Generation Zs are hedonistic spenders (Ramadhan &amp; Simanjuntak, 2018)</li> <li>• Indonesian Generation Zs are easily influenced by promotions and social group's behaviours (Ramadhan &amp; Simanjuntak, 2018)</li> </ul>
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(Source: Self)

### 3. Methodology

The researcher initially considered comparing two extremely different countries to find out factors that affect leadership preference in Generation Zs. However, starting the research with finding out whether there are factors that influence leadership preference is considered to be a better first step by the author. Considering the two countries are relatively similar, the next step is to see whether their leadership preferences are similar too. With the addition of the researcher's origin being Indonesian and the opportunity to commit to an exchange program to Japan for one semester, this research was made possible.

In this research, interviewees are chosen through purposive sampling with the help of convenience sampling, then snowball sampling to reach saturation (Ebetto, 2017). In the end, there were eight interviewees from Indonesia ranging from 8 industries. While Japanese respondents accounted for eight from eight industries.

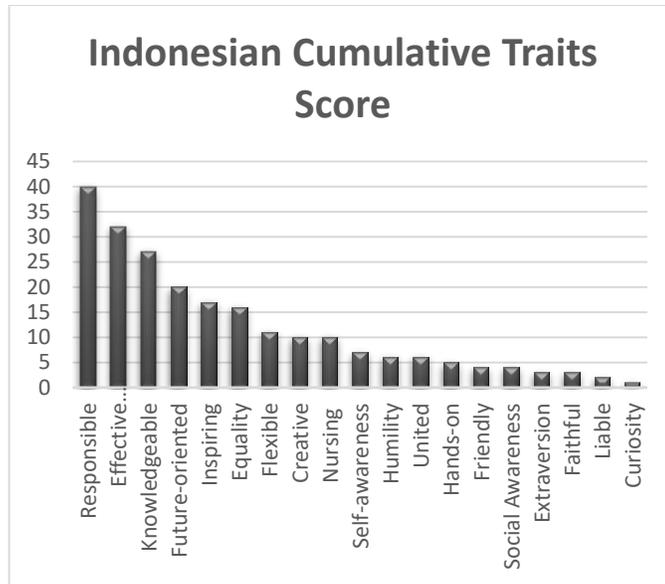
To address the research questions, the researcher used qualitative measures to identify the answers to each question. With the help of a triangulation tool, this study was able to generalize answers by multiple respondents within Japan and Indonesia. The interview was conducted through a third-party online calling application called Google Meet within roughly an hour time for each interviewee. Interviewees were then asked for permission to prerecord the call and information gained from the interview was told to be used for research purposes. To ensure that respondents passed the requirements to qualify for data collection, background questions were

part of the interview question list and were asked at the start of each interview. To address the language barrier, an acquaintance of author's who qualified for N1 Japanese and a native Vietnamese speaker was invited while the author possesses professional proficiency in the Vietnamese language.

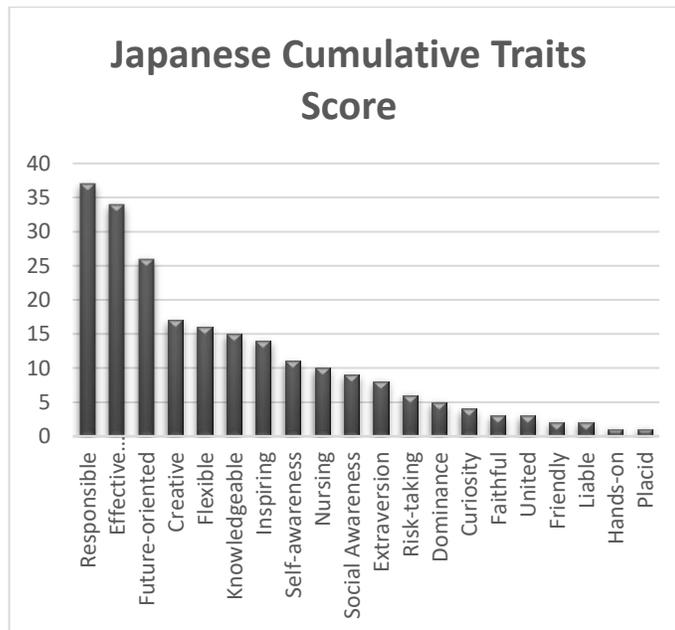
The population of the study was Generation Z (born in 1995 - 2010) who were fractionally still under part-time jobs (Bascha, 2011; Tulgan & RainmakerThinking, 2013). It is known that there are 18 million citizens who are Generation Z and take part in the workforce in Indonesia (BPS, 2021). Whereas, there are 15 million in Japan (SBJ, 2021). The researcher was able to find 16 respondents with eight coming from each nation, who are born from 1995 – to 2000 and have been in the workforce for an average of 17 months for Indonesia, and 31 months for Japan. All representatives within each country were 100% different from each other in terms of work industry. There is an 87% of Indonesian interviewees being in full-time jobs, while that of Japanese respondents take up 62%. While the rest include part-timers, contractors, and freelancers as the minority of representatives.

Further steps are made by analyzing respondents' choice of leadership traits and their respective reasonings behind them. Specifically, the research question was guided using Content Analysis to generalize answers by set interviewees and a weighted scoring system was used. Through each answer, conclusions were made by comparing the results between the two countries.

## **4. Findings**



**Figure 1:** *Indonesia Trait Score*  
 (Source: Self)



**Figure 2:** *Japanese Trait Score*  
 (Source: Self)

Generally, presented above is the weighted average score on what employees from Indonesia and Japan perceive as important leadership traits. As the data reached saturation, the

data collection period followed. However, to fit the purpose of a qualitative study, reasonings behind why these choices were picked were analyzed.

Below is the comparison table of leadership preference in the two countries:

**Table 3: Leadership preference comparison**

	Indonesia	Japan
Similarities	Responsible for the society, vision, members' mistakes	
	Can solve company's problems	
	Communicate goals clearly	
	Say the right thing at the right time	
	Share knowledge and ideas	
	Listening to members' ideas	
	Know members	
	Establish a collective target for the team	
	Communicate outside of work (Less formal settings)	
Differences	Responsible for decisions, outcomes, member's growth	Responsible for guiding members, company
	Decisive	Reliable
	Have a sense of ownership	Can be trusted and believed
	Can grow through communicating with others	Be humorous
	Can communicate an ideas and express thoughts	Establish a relationship with members
	Conflict regulating	Establish clear orders
	Able to do everything	Make job enjoyable and effective
	Manage efficiency and success through involving everyone	Understand how to connect the people and lead them
	Willing to learn more	Humane
	Have a general idea of what they are doing	Can express advice well
	Rich in industry knowledge	Convincing
	Maximize output through collaboration	Has firm vision and mission from 5 to 10 years ahead
Establish a collective target for the team	Objective-oriented	

	Strategic	Guide everyone to see the same vision
	Frequent discussion	Outgoing and learning from the vast experience
	Understand members' hardships	Get along with outsiders
	Help members when in need	Find new opportunities
		Adaptive to different communication styles

(Source: Self)

## 5. Conclusion

There is no trait outside the list of 23 traits that need to be added to interviewees' answers. *Hidden* was a leadership trait that had zero mention. *Risk-taking*, *Dominance*, *Placid* are traits Indonesian Generation Zs did not choose. *Humility* was the trait Japanese Generation Zs did not mention. Thus, these traits can be less prioritized by leaders in the respective country.

Indonesian are expressive while Japanese are more restricted by theories as to the answers by Indonesian are generally longer and scattered. Meanwhile, Japanese answers can be pinpointed with similarities and are not very lengthy content-wise.

By adhering to these preferences when leading Generation Z, becomes a win-win solution for both leaders and followers. As leaders can understand how to present themselves in front of members and how to communicate with them better (Dangmei & Singh, 2016). While subordinates will be able to be more motivated, committed, persistent, productive, and loyal toward the leader. Above all, the optimal benefit of following these preferences is effective leadership (Bowen & R., 2011). It is to be noted that the research is limited to qualitative analysis of employees' reasoning behind why they expect these traits from a leader. Thus, table 3 can be regarded factually while figures 1 and 2 should be considered as the benchmark resulting in table 3's conclusion.

## 6. Recommendations

The researcher invites leaders to develop mutual understanding between leaders and followers to boost effective leadership through adapting to these expectations. Leaders from all

positions from Supervisors up to C-levels or Board Directors can apply the conclusions above as Generation Z in respective countries prefers to see these in a leader. When following these traits, all components of the trait must be obtained. Mastering the traits can come in different forms from Tracked Self-improvement by respective leaders using a journal or KPI assessment; another example would be Directed Training through programs that develop these traits into behaviors by company's Human Capital Management department.

For future research, first of all, researchers in the future are recommended to use the conceptual framework in this paper to conduct quantitative research to provide a different perspective to this research.

Second of all, training programs to incorporate specific traits are recommended to be developed to create solid programs to apply the respective traits behaviorally by leaders around the globe. Secondary traits are recommended to get further research to be proven for effective leadership to make them Primary Traits in the long run for the optimal effectiveness result.

Lastly, the researchers recommend future researchers compare extreme differences in culture to see what factors matter the most to leadership preference differences.

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