

## Sustainable Leadership and Responsibility of Generation Z in Shaping a Responsible Corporate Future

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### ABSTRACT

This research examines aspects of ideal and effective leadership for the millennial generation and generation Z, such as transformational leadership style, clear vision communication, building trust, equal rights, open communication, innovation, technology and creativity. Digital and virtual leadership becomes important by utilizing digital media for remote interactions. The application of good corporate governance principles has been proven to have a positive effect on performance. Sustainable leadership is the key to successful sustainable business transformation by paying attention to leadership awareness, context, sustainable mindset, continuity, as well as connected and creative leadership abilities. Leaders need to develop adaptability, intergenerational understanding, self-control, and become institutional entrepreneurs to change accountability in the industry. Implementing a good CSR program can have a positive impact on the environment, community empowerment and company image.

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## **INTRODUCTION**

Generation Z, born between 1997 and 2012, is now entering the workforce and bringing with them their unique perspectives on leadership and accountability. Raised in the digital era and the climate crisis, Generation Z has a high awareness of social and environmental issues. They are more critical of traditional business practices and demand companies be more responsible for their impact on citizens and the planet. Generation Z wants leaders who have a vision for a sustainable future and are committed to integrating ESG (Environmental, Social, and Governance) values in business strategy. They want to work for companies that have a greater purpose than just profits and actively contribute to creating positive change in the world. Generation Z does not hesitate to hold leaders and companies accountable.

They are accustomed to transparency and easy access to information, and they expect companies to operate with a high level of accountability. Generation Z will be vocal in voicing their opinions and pushing companies to do better. Generation Z leadership and their demand for accountability will encourage the creation of a more responsible corporate future. Companies that want to be successful in the future must be able to adapt to the values and expectations of Generation Z.

## **LITERATURE REVIEW**

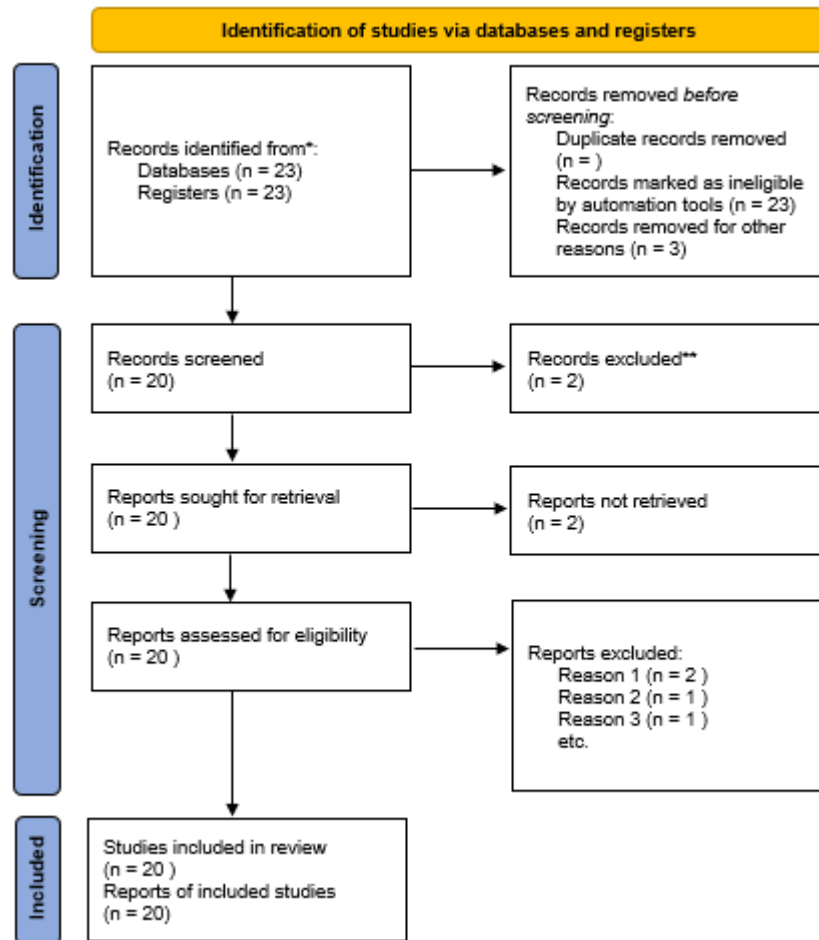
Sustainable leadership is a response to increasingly emerging demands from various related parties, for example employees, customers, citizens and regulators. Organizations that can implement sustainable leadership optimally will not only achieve long-term benefits in the form of sustainability and competitive advantage, but will also gain stronger trust and support from related parties. Sustainable leadership and accountability are two important elements in organizational management. Sustainable leadership includes strategy development, environmental management, and human resource development which can be the basis for organizational success in the future. Accountability, rather, is an obligation centered on transparency, ethics, and obligations in organizational management (Sukeni et al., 2023).

A responsible corporate future is a concept that refers to the corporation's obligation to develop, maintain and improve the surrounding environment. Managing resources, the environment, and legal responsibilities in legal interactions is part of this need. Corporate accountability: Based on their legal status, companies are required to take socially and environmentally responsible actions (Wardana, 2015).

## **METHODOLOGY**

As with different sources, the author carried out research using the SLR method (Systematic Literature Review ). According to Triandini in (Soebartika & Rindaningsih, 2023) , the SLR method is a research method by means of identification, analysis, evaluation and interpretation of data resulting from all previous researchers' research. Then the research results that the researcher linked were then previewed by identifying and reviewing them systematically, carrying out identification of the articles that had been selected by Baker and the

Commissioner. According to Triandini et al, it was stated that if a researcher uses the SLR method, the researcher is obliged to identify and review several permitted journals with steps that are in accordance with the use of the SLR method.



**Figure 1. SLR Methode**

1. Source Identification: Researchers will collect relevant articles through the Google Scholar search engine and national and international journal databases from 2019 to 2024.
2. Initial Selection: Researchers will carry out initial selection based on the title and abstract to ensure relevance to the research topic. Irrelevant articles will be discarded.
3. Final Selection: After initial selection, the researcher will thoroughly read the selected articles to ensure suitability for the research topic. Inappropriate articles will be excluded.
4. Determination of Inclusion and Exclusion Criteria: Researchers will establish clear inclusion and exclusion criteria to ensure the selected articles are appropriate to the research objectives. For example, only articles discussing the sustainable leadership and responsibility of Generation Z in the context of responsible companies will be included.
5. Quality Assessment: Articles that pass the selection will be assessed for quality using certain criteria, such as methodological validity, relevance, and novelty of contribution.

6. Data Extraction: Relevant data from each selected article will be extracted, such as the researcher's name, year of publication, journal name, and research results.
7. Data Analysis: The extracted data will be systematically analyzed to identify patterns, findings and conclusions emerging from the selected articles.
8. Table Preparation: Data from the analysis will be neatly arranged in a table, including important information such as the name of the researcher, year of publication, journal used, and research results.
9. Review and Comparison: Researchers will conduct a thorough review of the selected articles, compare findings, and look for consistencies and differences between articles.
10. Conclusion: Based on the analysis and review carried out, researchers will draw up comprehensive conclusions about the contribution of these articles to the understanding of sustainable leadership and Generation Z's responsibility in shaping the future of responsible companies.

The number of articles selected in this research was determined using the Systematic Literature Review (SLR) method. In SLR, researchers select articles based on carefully defined criteria, so that the number of articles finally selected is based on the relevance, quality and adequacy of the information needed to answer the research question. In this case, researchers found 20 articles that met the predetermined criteria and were relevant to the research topic after going through a strict selection process.

## RESEARCH RESULT AND DISCUSSION

### *Descriptive Analysis of Literature Study Research Results (SLR)*

The following table shows several research articles that are relevant to the research topic: Research on Sustainable Leadership and Accountability of Generation Z in Realizing a Responsible Corporate Future.

Table 1. Descriptive Literature Analysis

No	Journal/Year	Title	Writer
1	Paguntaka Community Service Journal/ 2023	" Education on the Role of Ethical Behavior in Leadership n The Sustainable "	Widyastuti Cahyaningrum, Emita Sirri, Rindriani Putris
2	Multidisciplinary Journal of Science / 2023	" Leadership Management in the Digital Era: Concepts, Styles and Leadership Development in the Millennial and Z Generations "	Bayu Tri Pratomo, Indra Permana, Muhamad Zaenal Arifin , Ilmi Gunardi
3	JRIME: Journal of Management and Economic Research/2023	Ideal Leadership Style for Generation Z in an Organizational Environment	Kanaya Meidy Andrena , Catharina Aprilia Hellyani Aquina Tiara Dewi
4	TRANSFORMATION: Journal of Government Management/2019	" Ideal Leadership in the Era of the Millennial Generation "	Ni Putu Depi Yulia Peramesti & Dedi Kusmana
5	PIPT Univ Tanjungpura/2021	" Servant Leadership for the Millennial Generation and Zoomers "	Julia Anna

6	Communication Journal/ 2019	" The Relationship between Transformational Leadership Style and Internal Communication with the Performance of Generation Z Employees in Tech Companies "	Lydia Irena & Effy Zalfiana Rusfian
7	HERMENEUTICS: Journal of Legal Studies/ 2020	" Implementation of the Principles of Accountability and Responsibility Principles of Good Corporate Governance (GCG) Regarding the Sriwijaya Air Travel Pass (SJTP) Agreement "	Ayunda Gayatri Maheswari, Tarsisius Murwadji, Agus Suwandono
8	Gadjah Mada Journal of Professional Psychology (GamaJPP)/ 2022	" The Role of Empowering Leadership on the Turnover Intention of Generation Z Employees in Indonesia "	Ignasius Satrio Pinandito & Alice Whita Savira
9	Journal of Economic Sciences/ 2020	" Corporate Governance Analysis of Market Performance "	M Boy Singgih Gitayuda , Arie Setyo Dwi Purnomo
10	Journal of Corporate Citizenship/ 2019	"Sustainable Leadership: Towards a Workable Definition "	Muriel C. Arts , Sander G. Tideman, and Danielle P. Zandee
11	Sam Ratulangi University Business Management and Innovation Scientific Journal (JMBI UNSRAT)/ 2023	" Transformational Leadership of the Millennial Generation in Facing Intergenerational Gaps in East Java Blue Economy Companies "	Bambang Septiawa, Suprianto
12	Darma Agung Journal/ 2022	" Analysis of Leadership Concepts from Gen-Z Perceptions in Determining Leadership Role Models in the Future "	Darwis Agustriyana, Indra Taruna A, Adam Faritzal
13	FEB Student Scientific Journal- Brawijaya University/ 2019	" Implementation of Corporate Social Responsibility Brantas Abipraya: Study in Legok Banteng Village, Bogor Regency "	Hanif Amaral Jannata & Sigit Pramono
14	Agora Journal/ 2021	" First Generation Leadership in Maintaining the Sustainability of the Family Company Pt. Insera Sena "	Dr. Rr. Rooswanti Putri A, S.Kom., MM and Christina Kesya Yuwono
15	ARBITRATION: Journal of Economics and Accounting/ 2021	" Leadership Style on Gen-Z Work Motivation (Case Study of Medan Cendana Polytechnic Students) "	Nugroho Fauzi Akbar , Elserra Siemin Ciamas, Timori Kansaki Ngajudin, Arwin Maulana Hutabarat
16	Journal of Public Administration Science/ 2019	" The Influence of Accountability Principles on Employee Performance at PT Jasa Raharja (Persero ) East Java Branch "	Wahyu Irvanto & Eva Hany Fanida

17	Critical Perspectives on Accounting/ 2023	"Accountability for sustainability - An institutional entrepreneur as the representative of future stakeholders"	Terhi Chakhovich, Tuija Virtanen
18	International Journal of Environmental Research and Public Health/ 2023	"How Does Sustainable Leadership Affect Environmental Innovation Strategy Adoption? The Mediating Role of Environmental Identity"	Tai-Wei Chang, Show-Jane Yen, Ling Hu, Yue-Shi Lee, serta Chih-Wen Ting
19	Jurnal E-Komunikasi / 2023	" Leadership Communication Strategy in Motivating Generation Z to become Leaders in the Army of God (AOG) Surabaya Introduction "	Inri Inggrit I, Jessica Stephanie Wijaya, and CG Felicia Goenawan
20	Journal of Public Policy/ 2021	" Continuous Leadership in the Revitalization of the Old City of Semarang Phase 1 "	Amni Zarkasyi Rahman , Masykurotur Rizqi Aji Putri, Kismartini

### Topic Analysis

The topics discussed in this research include Sustainable Leadership and Accountability of Generation Z in Realizing a Responsible Corporate Future.

Table 2. Responsible Corporate Future

No.	Researcher	Research variable	Research methods	Results
1	Widyastuti Cahyaningrum, Emita Sirri, Rindriani Putris	Education, Sustainable Leadership, Ethical Behavior	Interview Observasi	Can share findings with each community so that people in Tanjung Agung village can choose leaders who have ethical behavior <i>sustainable</i> , namely with the skills to <i>lead and manage</i> responsibly .
2	Bayu Tri Pratomo, Indra Permana, Muhamad Zaenal Arifin , Ilmi Gunardi	Digital Leadership, Generation Z	Study of literature	To eliminate the need for face-to-face meetings and give participants more flexibility regarding time and location, digital leadership combines online contact between leaders and members of affiliated organizations. Various digital platforms, organizational leaders can easily carry out monitoring in real time . A leader who assigns tasks to different people remotely to achieve organizational goals is known as a virtual leader. To improve their work, find fresh business ideas and stay in touch with fans, they use modern technology.
3	Kanaya Meidy Andrena , Catharina Aprilia	Ideal Leadership, Generation Z, Organization	Study of literature	Transformative Leadership Style is the ideal leadership style for Generation Z

	Hellyani Aquina Tiara Dewi			
4	Ni Putu Depi Yulia Peramesti & Dedi Kusmana	Ideal leadership in the millennial generation era	Literature review	Effective and practical design is essential for all channels leading to innovation, creativity and business. To help the millennial generation develop their personalities, there are serious phases other than conversation. As a result, both Tri Rismaharini and Ridwan Kamil are transformational leaders, who have the same characteristics as millennial leaders in terms of style and model.
5	Yulita Anna	Servant Leadership, Millennial Generation, Zoomers	Study of literature	This generation will be future leaders who are responsible for the Indonesian economy. They are expected to be able to direct Indonesia towards more dynamic and modern progress in accordance with developments in Internet of Things (IoT) technology. Many programs aimed at improving the quality of education are centered on the millennial and zoomer generations. These programs try to instill in their students the unique qualities shared by both generations, highlighted in the VUCA concept: flexibility, adaptability, deep understanding and a future-focused mindset.
6	Lydia Irena & Effy Zalfiana Rusfian	Transformational Leadership, Internal Communication, Employee Performance	Quantitative	The study revealed a strong correlation between the productivity of Tokopedia's Generation Z workforce and transformative leadership styles and internal communication.
7	Ayunda Gayatri Maheswari, Tarsisius Murwadji, Agus Suwandono	Accountability, Responsibility, GCG	Qualitative	Based on the research results, Sriwijaya Air's internal business rules are not in line with the principles of accountability and transparency of Good Corporate Governance (GCG) standards. Failure to implement many of the principles related to the Sriwijaya Air Travel Pass (SJTP) agreement is also influenced by this requirement. Therefore, Sriwijaya Air is obliged to compensate for losses experienced by Sriwijaya Air Travel Pass (SJTP) customers or members.
8	Ignasius Satrio Pinandito &	Empowering Leadership, Employee	Quantitative	Descriptive data shows a correlation with demographic factors and the level of desire to change jobs.

	Alice Whita Savira	Turnover Intentions			Additional analysis also confirmed the existence of a correlation in each aspect of empowering leadership with the level of desire to change jobs. The practical impact of the research is that leaders, with support from the HR division in companies or organizations , can consider implementing an empowerment leadership style to protect the retention of generation Z employees.
9	M Boy Singgih Gitayuda , Arie Setyo Dwi Purnomo	Corporate Governance, Market Performance	Quantitative		Research findings show that corporate governance contributes <i>positively</i> to the performance of the banking sector, which is measured using Tobin's Q and ROE . On the other hand , additional information from this research shows that the number of independent directors and commissioners contributes to a <i>positive impact</i> . Research also finds that the presence of foreign board directors contributes to a <i>positive impact</i> because their expertise is not the same as local directors. On the other hand , the number of meeting activities also contributes to a <i>positive influence</i> on performance because the market conveys supervision and control over the performance of directors in line with shareholder expectations. However , the presence of female directors and directors who have doctoral degrees contributes to a <i>negative impact</i> because patriarchal culture is still dominant among the Indonesian people , and the level of education does not always reflect the required competencies and skills.
10	Muriel C. Arts , Sander G. Tideman, and Danielle P. Zandee	Sustainable Leadership	Descriptive Analysis		In essence, success in sustainable business transformation depends on the interaction between leadership awareness and contextual awareness, both in space and time. Therefore , among the 6Cs of sustainable leadership, the mindset of context, awareness and continuity are the main drivers of sustainable leadership. Combined with connected and creative leadership skills, they enable the emergence of the collective leadership necessary for sustainable value chain transformation and large-scale sustainable social impact. There is a

				wealth of research on the connected and creative leadership practices that should form elements of SL. However, SL recognizes the relationship between context, awareness, and continuity as the basis for sustainable leadership transformation and thereby provides a new context and purpose for connected, creative, and collective leadership capabilities.
11	Mario Kent, Darmasetia wan	Transformational Leadership, Across Generations	Qualitative	The research results show that the three fundamental characteristics of Millennial Generation leaders are their ability to communicate directly, develop trust, and respect others. However, the problems caused by work culture and generation gaps in Indonesia cannot be resolved solely by related factors. Therefore, it is critical for leaders to develop self-discipline, awareness of generational gaps, and flexibility.
12	Darwis Agustriyana, Indra Taruna A, Adam Faritzal	Leadership styles, Generation Z and effectiveness	Qualitative	In general, it can be confirmed The most successful leadership style for generation Z is one that emphasizes the principles of equality, support, open communication, participation and integrity, while consistently incorporating innovation, technology and creativity to strengthen organizational continuity and team continuity.
13	Hanif Amaral Jannata & Sigit Pramono	Corporate Social Responsibility	Qualitative	This research shows that related to PT. Brantas Abipraya carries out Corporate Social Responsibility (CSR) activities in 3 stages, namely planning, implementation and evaluation. The CSR implemented also contributes to <i>positive impacts</i> , such as improving the environment, empowering Legok Banteng residents , and improving the company's image in the eyes of local residents.
14	Dr. Rr. Rooswanti Putri A, S.Kom., MM and Christina Kesya Yuwono	Leadership Sustainability, Family Companies, Leadership Styles, First Generation, Bicycle Industry	Qualitative	The findings from this research show that in the context of first generation leadership in family companies, leadership sustainability requires a combination of Visionary Leadership Style and Transformational Leadership Style. This includes high motivation referring to personal beliefs, idealistic influence, effective communication, inspirational

				motivation, intellectual stimulation, as well as individual attention to team members.
15	Nugroho Fauzi Akbar, Elserra Siemin Ciamas, Timori Kansaki Ngajudin, Arwin Maulana Hutabarat	Leadership Style, Work Motivation	Quantitative	The results of this research show that simultaneously, situational leadership style and authoritarian leadership style have a significant impact on Generation Z's work motivation. This research also identifies the partial influence of each <i>independent variable</i> on the <i>dependent variable</i> . Although additional factors not included in this study accounted for 84.8% of the variance, the independent variables included in the regression model accounted for 15.2% of the contribution of the dependent variable.
16	Wahyu Irvanto & Eva Hany Fanida	Accountability, Employee Performance	Quantitative	The results of simple linear regression analysis show that there is an equation that connects employee performance variables (Y) with the principle of accountability (X), which can be formulated as $Y' = 14.317 + 1.052 X$ . This shows that employee performance tends to increase when the principle of accountability is increased. Apart from that, the statistical test produced a coefficient of determination ( $r^2$ ) of 0.5446 or 54.46%. This figure indicates that around 54.46% of the variation in employee performance can be explained by the principle of accountability, while the remaining 45.54% is influenced by other factors not included in the model. In the context of the employee performance variable (Y), there are several indicators that are also influenced by the principle of accountability. The regression equation for each indicator is as follows: - Quality (Y1): $Y' = 4.387 + 0.317$ - Attitude (Y4) : $Y' = 1.167 + 0.309$ Meanwhile, the quantity (Y2) and attitude (Y4) indicators did not show a statistically significant effect.
17	Terhi Chakhovich, Tuija Virtanen	Sustainability, Institutional Entrepreneur, Stakeholders	Qualitative	This study shows how representatives of the case organization feel responsible for the future (rather than current) needs of stakeholders, because current stakeholders are considered short-

				term oriented. Since organizational representatives, not stakeholders, predominantly envision the future, the source of accountability for sustainability seems, surprisingly, to come from the organizations themselves. In doing so, organizations become institutional entrepreneurs in changing accountability in the industry. That condition is demonstrated here especially in the organization's "fight against the gray economy".
18	Tai-Wei Chang, Show-Jane Yen , Ling Hu, Yue-Shi Lee, and Chih-Wen Ting	environmental identity; environmental innovation strategies; sustainable development; sustainable businesses; sustainable leadership	Quantitative	The research results confirmed all hypotheses. Mediation analysis also supports environmental identity as a mediating role between sustainable leadership and EIS. Indeed, previous research has not explored the mechanism examined in this paper, a new mechanism that can not only advance the literature on sustainable development but also help companies to realize sustainable development through the adoption of environmental innovation strategies.
19	Inri Inggrit I, Jessica Stephanie Wijaya, and Felicia Goenawan	Strategy, communication, CG Leader, Army	Qualitative	Research findings show that trainers use informal persuasive communication that prioritizes intimacy and openness as a communication approach to inspire members of Generation Z. The communication media chosen is adjusted to the preferences of the individuals being trained, with the majority using digital messaging applications and face-to-face meetings. Communication is carried out routinely and consistently, without any opportunity to ignore communication.
20	Amni Zarkasyi Rahman , Masykurot ur Rizqi Aji Putri, Kismartini	Leadership, Sustainable Leadership		Findings from research show that effective leaders enable rapid progress. Analysis of the 5I Model for Sustainability Leadership and examination of the elements that encourage and hinder progress serve to illustrate this state of affairs. The Semarang Old City area has experienced rapid changes that have brought new challenges, so leaders in this situation must still be able to maintain local cultural values.

(Cahyaningrum et al., 2023) studied Education, Sustainable Leadership and Ethical Behavior through observations and interviews to provide results to the community so they can choose leaders who have ethical and sustainable behavior. Furthermore, research conducted by (Permana, 2023) emphasizes that digital leadership, especially for Generation Z, enables remote interaction between leaders and members of organizations using digital media, such as various digital platforms for real-time monitoring. Virtual leaders position diverse people remotely to achieve organizational goals. Meanwhile, the same thing was expressed by (Tiara Dewi et al., 2023) - Transformative leadership style is the ideal leadership style for Generation Z in organizations.

Research by (Peramesti & Kusmana, 2019) emphasizes that for ideal leadership in the millennial generation, creativity, entrepreneurship and innovation must be designed optimally and realistically, not just discourse. The transformational leadership style is considered suitable for millennial leadership. Another thing stated (Anna, 2021) is that the Millennial Generation and Zoomers will be future leaders and take control of the Indonesian economy. They must have a vision for the future, empathy, teamwork and adaptability to guide Indonesia towards more advanced and dynamic growth. Another opinion was expressed by (Irena & Rusfian, 2019) that based on her research, there is a strong correlation between the success of Generation Z workers at Tokopedia and internal communication and transformational leadership style.

(Maheswari et al., 2020) stated in their research that in accordance with the company's internal policies and the provisions of the Sriwijaya Air Travel Pass (SJTP) agreement, Sriwijaya Air has not adhered to the principles of accountability and responsibility (GRG). The relationship between employee turnover intentions and demographic characteristics is demonstrated by descriptive data (Pinandito & Savira, 2022) . This confirms the unequal conditions. Correlations between turnover intentions and all aspects of empowered leadership were established. Entrepreneurs in generation Z may be able to retain their workforce if they implement empowered leadership.

Research by (Setyo et al., 2020) shows that corporate governance contributes to a positive influence on banking performance using Tobin Q and ROE. There is additional information such as the number of directors, independent commissioners, foreign board directors, and number of meetings that contribute to the positive influence , but female directors and directors with doctoral degrees contribute to the negative influence. In contrast to research conducted (Tideman et al., 2019) , in essence, success in sustainable business transformation depends on the interaction between leadership awareness and contextual awareness. Sustainable leadership is driven primarily by a mindset of context, awareness, and continuity as well as connected and creative leadership skills to emerge collective leadership. (Kent et al., 2023) indicate that characteristics of Millennial leaders include building trust, saying what is on their mind, and treating others with respect. However, to overcome intergenerational difficulties and work culture in Indonesia, one must acquire adaptive skills, generational understanding, and self-control. (Agustriyana et al., 2022) emphasized that the most successful leadership style for generation Z is related

to providing equal opportunities, providing support, open communication, actively including them, and continuing to support innovation, technology and creativity to strengthen the continuity of the organization. as well as the team .. Research by (Jannata, 2019) found that PT Brantas Abipraya's CSR activities are composed of planning, implementation and evaluation which contribute to a better environmental impact, community empowerment, and good experiences of citizens with the company.

(Yuwono & Putri, 2021) show that for sustainable leadership of the first generation of family companies, a Visionary Leadership Style is needed accompanied by a Transformational Leadership Style, namely idealized influence, effective communication, motivated by beliefs, inspirational motivation, intellectual stimulation, and individual consideration. Different research conducted by (Timori Kansaki et al., 2021) results show that situational and autocratic leadership styles contribute significantly to Generation Z's work motivation simultaneously and partially with a contribution of 15.2%. The research results show that employee performance can increase if the principle of accountability is improved through the regression equation  $Y' = 14.317 + 1.052X$ . The employee performance variable is contributed to 54.46% of the influence by the principle of accountability (Irvanto & Fanida, 2019) . A study by (Chakhovich & Virtanen, 2023) shows that organizations feel responsible for the needs of future stakeholders because they are currently considered short-term oriented.

Organizations are becoming institutional entrepreneurs in the industry to transform accountability through the "war against the gray economy." Research by (Hu et al., 2023) confirms all hypotheses and supports environmental identity as a mediator between sustainable leadership and environmental innovation strategies to realize sustainable development. (Petra et al., 2023) shows that Coach's communication strategy to contribute to generation Z's motivation is informal persuasive communication, closeness & openness via digital messaging applications and regular face-to-face contact. The research results (Putri et al., 2021) show that leaders successfully carry out their leadership so that rapid development takes place through analysis of the 5I Model and encouraging-inhibiting factors. The challenge is to maintain cultural values in the development of the area.

## CONCLUSIONS AND RECOMMENDATIONS

This research examines various aspects of ideal and effective leadership for the millennial generation and generation Z, such as transformational leadership style , clear vision communication, building trust, equal rights, open communication, innovation, technology and creativity. Digital and virtual leadership becomes important by utilizing digital media for remote interactions. The implementation of various optimal corporate governance principles has been proven to have a positive influence on performance, while sustainable leadership is the key to successful sustainable business transformation by paying attention to leadership awareness, context, sustainable mindset, continuity, and connected and creative leadership skills. Leaders need to develop the skills of adaptation, self-control, intergenerational understanding, and become institutional

entrepreneurs to change accountability in the industry. Implementing a good CSR program can have a positive impact on the environment, community empowerment and company image. Visionary and transformational leadership styles are important for sustainable leadership in first generation family companies.

#### **ADVANCED RESEARCH**

Future research can further explore the impact of digital and virtual leadership on intergenerational workforce dynamics by integrating AI-driven leadership analytics and behavioral insights to measure leadership effectiveness in hybrid work environments. Additionally, applying neuroscientific approaches to study how leaders' decision-making processes influence trust-building and innovation within Generation Z and Millennials can provide deeper insights. Longitudinal studies examining the evolution of transformational leadership styles in family-owned businesses transitioning to the second or third generation could reveal key sustainability factors. Furthermore, cross-cultural leadership comparisons using big data analytics can identify best practices in corporate governance, CSR effectiveness, and digital leadership adaptation across different industries. Lastly, integrating machine learning algorithms to predict leadership success based on adaptive capabilities, emotional intelligence, and strategic foresight may redefine future leadership development programs.

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