

Research Article

Effective Leadership Models for Generation Z in the Healthcare Sector: A Contextual Analysis in ASEAN Countries

Arvi Iskandar^{1*}, Muhardi², Nunung Nurhayati³, Hardy Hutahaean⁴, Dede R Oktini⁵

¹ Universitas Islam Bandung, Indonesia; Email: arvi79.iskandar@gmail.com

² Universitas Islam Bandung, Indonesia; Email: muhardi.z66@gmail.com

³ Universitas Islam Bandung, Indonesia; Email: nunungunisba65@gmail.com

⁴ Universitas Islam Bandung, Indonesia; Email: hardy.hutahaean@bpjs-kesehatan.go.id

⁵ Universitas Islam Bandung, Indonesia; Email: cleodarwinazzikradawood@gmail.com

* Corresponding Author : Arvi Iskandar

Abstract: Demographic changes and the acceleration of digital transformation have presented new challenges in leadership practices, especially in the healthcare sector of ASEAN countries. Generation Z, who grew up in a digital environment, brings different values and preferences to leadership styles. This study aims to identify the leadership model that best suits the characteristics of Gen Z in the context of healthcare, as well as analyze the contextual factors that influence it in the Southeast Asian region. This study uses a qualitative approach based on literature studies from various academic publications and empirical findings in ASEAN countries. Data are analyzed thematically to reveal the leadership patterns that are most relevant to the needs of Gen Z in the health sector. The study results show that transformational, participatory, and digital-based leadership styles are more effective for leading Gen Z healthcare workers. This generation rejects leadership models that are tightly controlled or micromanaged, and prefers leaders who support autonomy, collaboration, and innovation. Local cultural factors, such as traditional values and social collectivity, also reinforce the importance of adapting leadership styles to diverse cultural contexts. Leadership success is also greatly influenced by the leader's ability to bridge cross-generational differences and manage communication effectively. These findings contribute to the development of a generationally and contextually relevant leadership model, as well as serve as a reference in formulating HR development strategies and leadership training programs in multigenerational health organizations in Southeast Asia.

Keywords: ASEAN; Digital Leadership; Effective Leadership; Generation Z; Health Sector; Micromanagement; Transformational Leadership.

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1. Introduction

Demographic changes and increasingly complex workforce dynamics have demanded a transformation in leadership approaches, especially in strategic sectors such as healthcare. Generation Z (Gen Z), which generally includes individuals born between 1997 and 2012, is now starting to dominate the workplace, including in the healthcare sector in ASEAN countries. The unique characteristics of Gen Z such as technological aptitude, the need for meaning in work, and the expectation of transparent and participatory leadership, create challenges as well as opportunities for leaders to adapt their approaches (Henry, 2020; Üstgörül & Akkaya, 2023). This context demands a review of the leadership models that have been applied so far, to be more relevant and effective in leading this new generation.

In the health sector, leadership effectiveness not only impacts organizational efficiency but also has direct implications for the quality of services to the community. The challenges faced by ASEAN countries, such as inequality in access to health, limited workforce, and the pressure of the pandemic, add to the complexity of the role of leaders in creating adaptive and sustainable health systems (Cuya-Antonio et al., 2022). Amid these conditions, leaders

who are able to understand the characteristics of Gen Z will be more successful in building team cohesion, increasing work motivation, and encouraging innovation in health services.

Gen Z's character is known for its orientation towards digital technology, a tendency to multitask, and a desire to obtain feedback quickly and constructively (Chillakuri, 2020). In this context, conventional leadership styles that are hierarchical and authoritative become less effective. In contrast, a leadership approach that is collaborative, communicative, and visionary is preferred by Gen Z (DeCarvalho, 2025; Al Amiri et al., 2019). Transformative leadership and digital leadership are two models that are widely mentioned in the literature as a response to the demands of this generation in the health work environment.

In ASEAN countries, cultural differences and social systems also influence Gen Z's preferences and responses to leadership styles. For example, a leadership approach that integrates local values such as "Tut Wuri Handayani" in Indonesia is important to build trust and inspiration among Gen Z (Siswanti, 2025). The leadership principle that positions leaders as companions who encourage from behind, rather than direct from the front, is in line with the need for autonomy and support that Gen Z desires in their work environment.

In addition, a study on the character of a leader in Gen Z shows that they value leaders who have integrity, empathy, and good interpersonal communication skills (Komalasari et al., 2022). These characteristics need to be a primary concern in the formation and development of leadership competencies in the health sector. Leaders who are not only technically competent but also able to be moral role models tend to be more successful in establishing productive and harmonious relationships with Gen Z team members.

Changing expectations of leadership are also reflected in studies on micromanagement leadership, which have been found to have a negative impact on Gen Z's performance. Yunita (2024) identified that a micromanagement style, characterized by excessive control and lack of trust, hinders Gen Z's work potential and motivation. In contrast, a leadership style that encourages independence, empowerment, and active participation has been shown to be more effective in increasing the productivity and job satisfaction of this generation.

In dealing with the complexity of tasks and work pressures in the health sector, leaders are required to be facilitators who are able to create a supportive, flexible, and inclusive work environment. A study by Yasar (2024) showed that there is a significant positive correlation between participative leadership style and Gen Z work motivation. This indicates the need for leadership training that emphasizes not only managerial skills, but also social-emotional competencies and the ability to adapt to generational changes.

Pro-Gen Z human resource (HR) management is also an important element in creating effective leadership. According to Febrianty and Muhammad (2023), organizations that understand the values and aspirations of Gen Z tend to be more successful in retaining young talent and creating a dynamic work culture. In the health sector, this can be implemented through flexible work policies, the use of technology in work processes, and the creation of clear and meaningful career paths for young professionals.

Furthermore, a leadership approach that takes into account generational diversity is also an urgent need in ASEAN countries that have a multigenerational demographic structure. The study by Kurata et al. (2022) highlights the importance of cross-generational leadership that not only understands the differences in values and ways of working between generations, but is also able to facilitate synergistic cooperation between them. This is especially relevant in the health sector, where team collaboration is a key element in service delivery.

In the regional context, the challenges and opportunities for Gen Z leadership in healthcare need to be seen as part of a broader social and economic transformation. Tyagi et al. (2024) noted that in the South Asian healthcare sector, including ASEAN countries, Gen Z faces unique challenges such as high workloads, performance pressures, and limitations in career support systems. Therefore, effective leadership must be able to not only manage individuals, but also create systems that support the well-being and long-term development of the young workforce.

Leadership in the post-pandemic era also requires paradigm adjustments. Homer and Khor (2022) revealed that Gen Z in Malaysia is becoming increasingly concerned with aspects of sustainability and social responsibility. This means that leaders in the health sector need to not only demonstrate capabilities in operational management but also become agents of social change who are able to direct health institutions towards more sustainable and inclusive practices.

Referring to these findings, it can be concluded that the effectiveness of leadership for Gen Z in the health sector of ASEAN countries is highly dependent on the ability of leaders to understand the characteristics of this generation, apply an inclusive and flexible leadership

approach, and adjust the leadership style to the local cultural and social context. Integration of local values, development of digital leadership capacity, and cross-generational management are strategic components that must be adopted to create leadership that is not only effective, but also transformative and sustainable. This article aims to further explore the characteristics of effective leadership in this context, as well as offer a conceptual framework and practical implications for leadership development in the ASEAN health sector that is aligned with the aspirations and needs of Gen Z.

2. Preliminaries or Related Work or Literature Review

This study uses a descriptive qualitative approach with a literature study method to explore the characteristics of effective leadership for Generation Z (Gen Z) in the health sector in ASEAN countries. This method was chosen to gain an in-depth understanding of various perspectives, concepts, and empirical findings related to leadership and Gen Z characteristics in the context of health services. The qualitative approach was chosen because it is exploratory and allows for contextual analysis of social, cultural, and organizational dynamics in the ASEAN region.

2.1 Research Design

This research design is non-experimental and exploratory, focusing on content analysis of various relevant academic literature sources. The research was conducted by reviewing scientific publications, dissertations, books, and journal articles that have been published in the last five years (2018–2025), with several classic sources that are still considered conceptually relevant. Literature searches were conducted using keywords such as “effective leadership”, “Generation Z”, “health”, “ASEAN”, “digital leadership”, and “Gen Z work motivation” in databases such as Google Scholar, ProQuest, Scopus, and university repositories.

2.2 Data Collection Techniques

Data collection was conducted through documentation studies of relevant secondary literature sources. The primary sources come from published empirical and theoretical research results, including:

- Komalasari et al. (2022) regarding leadership characteristics relevant to Gen Z,
- Siswanti (2025) about local leadership philosophy,
- Henry (2020) and DeCarvalho (2025) on Gen Z's perceptions and expectations in the context of health work,
- Üstgörül and Akkaya (2023) on digital leadership in nurses of different generations,
- and Yunita (2024) and Yasar (2024) who discussed the relationship between leadership style and Gen Z performance and motivation.

The selected literature sources must meet academic eligibility criteria, namely being published in reputable scientific journals or originating from accredited higher education institutions. The articles reviewed come from the context of ASEAN countries, such as Indonesia, Malaysia, the Philippines, and Singapore, in order to provide a broad representation of regional conditions.

2.3 Data Analysis Techniques

The collected data were analyzed using content analysis techniques, which include the process of categorizing information, interpreting meaning, and thematic mapping of the main research variables, namely leadership characteristics, Gen Z expectations, and the context of the health system in ASEAN. The analysis was carried out thematically, following the following steps:

- Data reduction : identifying and filtering relevant information based on research focus;
- Categorization : grouping information into themes such as leadership styles, cross-generational challenges, work motivation, and HR management practices;
- Interpretation : interpreting the results of the analysis based on contemporary leadership theories and local contexts in ASEAN countries;
- Triangulation : comparing and integrating results from various literature sources to increase the validity of the analysis.

In this process, literature mapping is also used to present the relationships between concepts found. Figure 1 below can be used to illustrate the thematic analysis framework based on the literature reviewed.



Figure 1. Thematic Analysis Framework for Effective Leadership for Gen Z in ASEAN Health Sector

2.4 Diagram Description:

- The arrow from the independent variable to the mediating variable shows that leadership style and cultural context influence job satisfaction and motivation of generation Z.
- The arrow from the mediating variable to the dependent variable shows that satisfaction and motivation influence the performance, innovation, and involvement outcomes of generation Z in the health sector.

2.5 Validity and Reliability

In qualitative research based on literature studies, validity is maintained through strict selection of sources used, ensuring that all references have academic legitimacy. Reliability is strengthened by using a source triangulation approach, namely by comparing the results of several studies that discuss similar topics from different perspectives or countries in the ASEAN region. This is important to capture the cultural nuances that are unique to each country, such as the influence of local values on leadership styles and the perception of the younger generation towards authority.

2.6 Research Location and Context

Although this study is not field-based, the geographical context is focused on the ASEAN region, covering countries such as Indonesia, Malaysia, the Philippines, Thailand, Singapore, and Vietnam. The selection of this region is based on demographic similarities, rapid growth of the young workforce, and relatively similar health system challenges. For example, a study by Homer and Khor (2022) examines Gen Z perceptions in Malaysia on post-COVID-19 sustainability, while Cuya-Antonio et al. (2022) examines the leadership styles of young communities in the Philippines during the pandemic. Both provide perspectives that enrich the regional context that is the main focus of this study.

2.7 Research Limitations

This study has several limitations that need to be considered. First, because the approach is literature-based, there is no primary data from Gen Z respondents directly. This limits the generalization of the results to actual conditions in the field. Second, due to limited access to literature from several ASEAN countries that are underrepresented in international databases, not all countries in the region can be represented equally in the study. Nevertheless, through a thematic approach across literature, a comprehensive and representative picture of the issue of Gen Z leadership in the regional health sector is obtained.

This methodology provides a solid analytical basis for discussing how effective leadership for Gen Z can be formulated and applied contextually in healthcare services in ASEAN countries. The emphasis on integrating theory with local context is expected to produce relevant conceptual and practical contributions to cross-generational leadership development in the region.

3. Findings and Discussion

The results of the analysis of the reviewed literature show that effective leadership for Generation Z (Gen Z) in the health sector in ASEAN countries has specific characteristics that differ from traditional leadership approaches. Gen Z shows a preference for a leadership style that is more participatory, adaptive to technology, and oriented towards personal and social values. These findings were obtained through thematic analysis of various studies conducted in ASEAN countries such as Indonesia, Malaysia, the Philippines, and Vietnam, as well as through regionally and conceptually relevant sources.

First, the characteristics of Gen Z as a workforce in the health sector show a tendency to prioritize meaning in work, the need for work-life balance, and a preference for an open and collaborative work environment. According to Chillakuri (2020), Gen Z has high expectations for leadership that is able to provide space for innovation, opportunities for self-development, and consistent and constructive feedback. In the context of the health sector, this is very important considering the high work pressure and great moral responsibility in providing services to the community.

Komalasari et al. (2022) identified that leaders who are valued by Gen Z are those who have authentic, empathetic characters, and have high interpersonal communication skills. In hospitals and other healthcare facilities, leaders who are able to build trust with transparent and ethical communication are more respected by young healthcare workers. Gen Z does not respond positively to a one-way authoritative or hierarchical approach. Instead, they are more open to leaders who listen to their aspirations and involve them in the decision-making process.

In a study conducted by DeCarvalho (2025), it was found that leaders who demonstrate flexibility, openness to change, and an understanding of digital technology are better able to encourage optimal performance from Gen Z. This is consistent with the findings of Üstgörl and Akkaya (2023), which showed that Gen Z nurses in ASEAN countries prefer leaders who adopt digital leadership behaviors, such as the use of efficient online communication tools, data-driven management, and the use of technology to facilitate cross-functional collaboration.

Furthermore, the micromanagement leadership style has proven to be ineffective for Gen Z. In Yunita's (2024) research, it was revealed that this style actually reduces Gen Z's motivation and performance because it stifles creativity and creates a sense of distrust. A leadership style that is too controlling, without room for personal autonomy, is considered to hinder professional growth and reduce job satisfaction. Conversely, a leadership style that provides room for experimentation and individual empowerment actually encourages Gen Z's involvement and loyalty to the organization.

On the other hand, cultural factors also play an important role in the effectiveness of leadership in the ASEAN region. Siswanti (2025) emphasized the importance of a leadership approach that is in line with local values such as "Tut Wuri Handayani", where the leader acts as a facilitator and inspirator, not as a sole authority. This approach is considered relevant by Gen Z because it provides a sense of appreciation, strengthens emotional relationships, and encourages collective growth in the health team.

Henry's (2020) research on Gen Z's perceptions in the healthcare workplace also shows that they value leaders who have a clear vision and are able to convey organizational goals in a relevant and meaningful way. When their personal values, such as sustainability, social justice, and inclusivity are accommodated in organizational leadership, they tend to show greater commitment and dedication to their work.

Another interesting thing was found in Yasar's (2024) research, which proved a positive relationship between transformational leadership style and Gen Z work motivation. This style, which emphasizes inspiration, intellectual stimulation, and individual attention, has been shown to increase Gen Z's job satisfaction and loyalty to the healthcare institutions where they work. This is also supported by Febrianty and Muhammad (2023), who underline the importance of pro-Gen Z human resource management in supporting leadership effectiveness.

Studies conducted in various ASEAN countries show contextual variations in the implementation of effective leadership. In the Philippines, for example, Cuya-Antonio et al. (2022) found that an inclusive and responsive community leadership style during the pandemic received a positive response from young health workers. In Malaysia, Homer and Khor (2022) identified that Gen Z increasingly demands involvement in strategic decision-making related to the sustainability and ethics of health services.

To illustrate a cross-country comparison of Gen Z leadership style preferences in the healthcare sector, the following Table 1 is suggested for insertion.

Table 1. Gen Z Leadership Style Preferences in the Healthcare Sector in Several ASEAN Countries

<i>Country</i>	<i>Effective Leadership Styles</i>	<i>Gen Z Response</i>	<i>Reference</i>
<i>Indonesia</i>	<i>Collaborative, ethical, participatory</i>	<i>Positive, high loyalty</i>	<i>Komalasari et al. (2022); Siswanti (2025)</i>
<i>Malaysia</i>	<i>Transformational, sustainability oriented</i>	<i>Critical, demanding transparency</i>	<i>Homer & Khor (2022)</i>
<i>Philippines</i>	<i>Inclusive, responsive to community</i>	<i>Actively involved, socially concerned</i>	<i>Cuya-Antonio et al. (2022)</i>
<i>Vietnamese</i>	<i>Digital leadership, flexible</i>	<i>Adaptive, innovative</i>	<i>Ostgorul & Akkaya (2023)</i>

Furthermore, cross-generational leadership is a crucial issue in ASEAN countries, where many healthcare organizations consist of a workforce that includes Generations X, Y, and Z. Kurata et al. (2022) emphasize the importance of metacognition and adaptability of leaders in managing this generational diversity. In situations like this, leaders who are able to bridge differences in work styles and values between generations play an important role in creating harmony and effectiveness of teamwork.

Tyagi et al. (2024) in their study of the healthcare sector in India, which is comparatively relevant to the ASEAN context, stated that the main leadership challenges for Gen Z include unclear career paths, lack of mentoring, and overly bureaucratic organizational culture. These findings reinforce the importance of leaders who are able to build clear, supportive, and adaptive systems for the dynamics of the younger generation.

The findings of this study as a whole confirm that effective leadership for Gen Z in healthcare can no longer be based on traditional approaches that emphasize hierarchy and control. Instead, leadership that prioritizes human values, technological adaptation, active participation, and moral integrity is key to building productive and sustainable relationships with healthcare workers of this generation. Leadership that is sensitive to the socio-cultural context and individual needs will have greater potential in creating innovative, inclusive, and resilient healthcare organizations.

As a conclusion of this section, the results of the literature review indicate that the integration of transformational, digital, and local value-based leadership approaches has the highest potential in addressing the challenges and expectations of Gen Z in the ASEAN health sector. The implications of these findings will be discussed further in the discussion and recommendations section, including how health and education institutions can design leadership development programs that are relevant to the needs of today's generation.

Discussion

The results of this study confirm that the effectiveness of leadership in the context of Generation Z (Gen Z) in the health sector of ASEAN countries is largely determined by the leader's ability to understand the characteristics, values, and expectations of this generation. This finding is in line with previous studies that emphasize the importance of transforming leadership styles to adapt to demographic and social changes that occur in the world of work, especially in the health care sector which is full of pressure and ethical expectations.

One of the main findings of this study is that Gen Z tends to value participative, communicative, and value-based leadership. These characteristics are in line with the findings of Komalasari et al. (2022) who emphasized that Gen Z has a preference for leaders with authentic, empathetic, and open-to-two-way feedback characters. In the healthcare sector, these values are very crucial given the nature of the work that demands high coordination, social sensitivity, and collective responsibility for patient safety.

Another significant finding is Gen Z's preference for adaptive digital leadership. In the context of ASEAN countries undergoing accelerated digital transformation in the healthcare sector, the need for leaders who are able to manage information and communication technology is very important. Üstgörül and Akkaya (2023) confirmed that Gen Z nurses performed better when led by leaders who are proficient in using technology and encouraging digital-based collaboration. The implication of this finding is that healthcare institutions need

to invest in digital training for managers and unit heads so that they can lead effectively in the digital era dominated by Gen Z.

In addition, transformational leadership style was found to have a positive relationship with Gen Z's work motivation and performance. Yasar (2024) stated that elements such as inspiring vision, individual attention, and intellectual stimulation have a direct impact on the emotional and professional engagement of young workers. This is in line with the results of this study which show that Gen Z in the healthcare sector are more inspired by leaders who are able to convey a vision in a way that is meaningful and relevant to their personal values, such as sustainability, social inclusion, and ethical responsibility.

However, the results of this study also highlight Gen Z's resistance to micromanagement leadership styles. As stated by Yunita (2024), a leadership style that is too controlling and does not provide space for autonomy will have a negative impact on Gen Z's job satisfaction. In practice, this means that leaders in the health sector need to balance between monitoring service quality and giving young staff the freedom to take initiatives. This challenges traditional leadership norms in many health institutions in ASEAN which are still hierarchical and bureaucratic.

In cross-cultural discussions, it was found that local values still have a strong influence on leadership perceptions. Siswanti (2025) emphasized the importance of the "Tut Wuri Handayani" philosophy in building inspiring leadership and fostering Gen Z independence. This shows that even though Gen Z is global in its orientation, a contextual and culturally based leadership approach is still needed to build trust and relevance. In the context of Malaysia and the Philippines, for example, there is a tendency to combine cultural collectivist values with a more democratic and open modern approach (Homer & Khor, 2022; Cuya-Antonio et al., 2022).

Furthermore, the results of this study also prove the initial hypothesis that adaptive and inclusive leadership is more effective in increasing Gen Z engagement and retention in the healthcare sector. This is reinforced by the findings of DeCarvalho (2025) which show that leaders who are able to understand the aspirations and professional needs of Gen Z not only increase productivity but also drive organizational innovation. The practical implication is that healthcare institutions in the ASEAN region need to review the existing leadership development framework and adapt it to the dynamics of the latest generation.

Although this study provides significant theoretical and practical contributions, there are several limitations that need to be considered. First, the data used are secondary and sourced from published literature, so there is a possibility of bias in the interpretation or generalization of the context. Second, not all ASEAN countries are proportionally represented in the reviewed literature, which has the potential to reduce the richness of cultural and institutional representation in the analysis results. Third, most of the studies analyzed were conducted in urban contexts and large institutions, which may not fully reflect the dynamics in rural areas or primary health facilities.

These limitations can be an opportunity for further research, especially with qualitative and quantitative field study approaches in various ASEAN countries, to strengthen the validity and generalizability of the results. Future research can also explore how gender, educational background, and employment sector (public vs. private) influence Gen Z's perceptions and expectations of leadership. The addition of an intergenerational dimension is also important, given the important role of Generations X and Y in the mentoring process and leadership transition in healthcare institutions.

In terms of policy implications, the results of this study provide a strong signal for policymakers in the health sector to adopt a leadership approach that is more responsive to the characteristics of the younger generation. The design of leadership training programs should include digital competencies, multigenerational communication, and strengthening local ethical and cultural values. Health education institutions also need to prepare prospective Gen Z health workers to become future leaders who are adaptive, collaborative, and socially meaningful.

This study also emphasizes the importance of a multigenerational approach in human resource management. Kurata et al. (2022) suggest that leaders who are able to manage intergenerational dynamics reflectively and metacognitively will be more successful in creating a harmonious and productive work environment. In this context, strengthening an organizational culture that supports open dialogue and collaborative learning is an important priority to address future challenges.

Finally, this discussion shows that while Gen Z has similar leadership preferences across ASEAN countries, a one-size-fits-all approach is not enough. Cultural, social, and economic

contexts continue to influence their expectations and experiences of leadership. Therefore, healthcare organizations need to implement leadership strategies that are adaptive, data-driven, and sensitive to local values in addressing the dynamics of this generation.

Thus, the results of this study generally support the hypothesis that effective leadership for Gen Z in the health sector of ASEAN countries is transformational, digital, participatory, and rooted in relevant local values. This study reinforces the urgency of developing a new leadership model that is responsive to the era of the digital generation and the complexity of the global health sector.

4. Conclusion and Recommendation

The results of this study are that effective leadership for Generation Z (Gen Z) in the health sector of ASEAN countries requires a transformative, digitally adaptive approach, and is based on relevant local values. Gen Z, as a generation born in the era of technology and rapid information exchange, shows a preference for leaders who are open, communicative, collaborative, and provide space for autonomy and meaning in work. In the context of complex health service organizations that demand high precision, these characteristics create challenges as well as strategic opportunities for leaders and human resource managers.

Key findings from this study suggest that transformational, participatory, and technology-based leadership styles best align with the expectations and needs of Gen Z healthcare professionals. Gen Z values leaders who communicate an inspiring vision, provide individualized attention, encourage innovation, and build meaningful working relationships. Resistance to rigid micromanagement and excessive control reinforces the urgency of shifting leadership models toward more flexible and empowering approaches.

Socio-cultural context continues to play a significant role in shaping leadership perceptions and preferences. Local values such as the Tut Wuri Handayani philosophy in Indonesia, or the collective tendencies in the work cultures of the Philippines and Malaysia, enrich the understanding that effective leadership for Gen Z cannot be separated from the cultural background in which they were raised. Therefore, the integration of global and local (glocal) approaches is an important foundation in developing a contextual and relevant leadership model in the ASEAN region.

The main contribution of this study to the leadership and human resource management literature is the provision of a comprehensive, cross-ASEAN literature-based analysis of effective leadership for Gen Z, particularly in the healthcare sector. This study strengthens and extends previous findings (Henry, 2020; DeCarvalho, 2025; Üstgörül & Akkaya, 2023) by situating the Southeast Asian context as the field of study, a region that is often marginalized in global academic discourse on generational leadership.

Practical implications of this study include the need for healthcare organizations in ASEAN to adapt their leadership development strategies. Leadership training programs should emphasize the importance of digital literacy, emotional intelligence, and cross-generational communication skills. In addition, policymakers in the healthcare sector need to design more flexible work policies and provide space for the participation and initiative of young staff so that Gen Z's potential can be optimized sustainably.

Despite using a literature approach as the methodological basis, this study has limitations in terms of direct empirical coverage and equitable representation across ASEAN countries. Therefore, further research is strongly recommended to use mixed methods through field surveys, in-depth interviews, and case studies across various health organization contexts in the region. Future research can also explore the interaction between different generations within an institution, as well as the role of gender and professional background on perceptions of leadership.

Overall, this study confirms that the younger generation in ASEAN, especially Gen Z, has a unique yet consistent perspective on leadership. By understanding and responding to these characteristics, leaders in the health sector will not only improve operational effectiveness but also create an inclusive, innovative and sustainable work environment. This study provides a solid foundation for leadership transformation in the new demographic era and becomes a foundation for long-term policies and strategies in the ASEAN health sector.

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