

The leadership style, relationship with superior and intention to retain in employment**Zdenka Gyurák Babel'ová**

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ABSTRACT

The paper aims to present results of research focused on the coexistence of different generations of employees. The research was carried out based on analysis of data collected through a research questionnaire on a sample of 534 respondents. The research aimed to investigate the importance and fulfillment of the motivational factors leadership style and relationship with superiors among different generations of employees. This research provides evidence for industrial managers that the relationship with a superior is related to the superior's leadership style. It has also been confirmed that satisfaction with relationships with superiors has an impact on the intention to retain in employment.

Keywords: industrial enterprises, generations, leadership style, relationships with superior, retention of employees.

1. Introduction and theoretical background

The employee usually does not perform work in isolation from others. The contact with other people allows him to satisfy many personal and social needs, and also allows him to fulfill set tasks, cooperate with other people, create positive interpersonal relationships. The degree of interaction with other people is one of the important characteristics of work. The need to cooperate with other people in the performance of work duties, whether it is cooperation with other employees of the organization or external customers) affects not only the nature of work that a person does but also affects the person himself (Kollárik & Sollárová, 2004). Relationships in the workplace are both formal and informal. The social framework of a person's work activity is created by formal and informal relationships (Nakonečný, 1992). These social relationships then create a specific component of work motivation. Research has shown the importance of motivational factors such as recognition and interpersonal relationships in the workplace (Raziq & Maulabakhsh, 2015). Workplace relationships are made up of relationships between colleagues and relationships between superiors and subordinates. The people with whom the employee comes into

contact at work and the quality of the relationship affect the perception of work and employment itself. With their behavior and leadership style, superior managers influence the work will of employees and encourage them to perform their job tasks. However, the perception of relationships in the workplace may differ not only in terms of individual characteristics but may be differentiated about employment or life status, or the age of employees. Given the age diversity of the current workforce in industrial enterprises, the importance of examining age diversity, the impact of coexistence of individual generations on business performance, and knowledge of differentiated values, attitudes, and preferences of individual generations comes to the fore.

The paper aims to present the results of research focused on the coexistence of different generations of employees and discuss the importance and fulfillment of the motivational factors leadership style and relationship with superiors among different generations of employees what can have a positive or negative impact on the sustainable performance of organizations.

At present, there are several generations on the labor market and thus also in industrial enterprises, which influence

each other in terms of mutual interactions of their job positions (Stareček et al., 2017; Cagánová, Stareček, Bednářiková & Horňáková, 2017).

Due to their age and the historical period in which they grew up, individual generational groups have certain common characteristics, work needs, values, and approaches to work (Kupperschmidt, 2000). This also implies a different understanding, resp. perception of how important are factors regarding working conditions for these employees and how they cope with the demands placed on them by their work and employment.

Different generations are referred to by different authors with different names. For the needs of the presented research, in the first stages of the project solution, was chosen the classification that best suits the conditions and situation in the composition of generational groups in Slovakia. The oldest generation is called Veterans, Pre-Boomers, Silent generation, Seniors, Matures or Builders, born in the years 1925 -1945.

Builders expect and respect the hierarchy in work and consider a common directive leadership style (command and control) (Ballone, 2007). They appear on the labor market only in very rare cases.

This oldest generation is followed by the Baby Boomers generation or otherwise called the Post-war generation born in the years 1946-1960.

Boomers prefer formal communication styles, personal communication, and in-person meetings (Ballone, 2007; Hammill, 2005). Baby Boomers, like Pre-Boomers, want and need their experience and expertise to be respected. They expect to be able to gain respect by demonstrating their abilities. Respect for their abilities should be demonstrated in a concrete way, such as inclusion in working groups and involvement in mentoring programs so that they can show younger co-workers their way of working (Gravett & Throckmorton, 2007).

Generation X members were born between 1961 and 1980. Generation X members show high loyalty and are willing to endure a high workload (Neal & Wellins, 2018). They do not have to be necessarily bound to just one employer, and they are more willing than the previous generation to change employers (Kane, 2018). Senior managers must gain their respect by being interested in their ideas and needs, being accessible, knowing the employee's job well, and enabling and supporting their growth (Gravett & Throckmorton, 2007).

People born in 1981-1995 represent Generation Y. They like to work in teams and in a friendly atmosphere resembling social entertainment, which makes them often noisy at work (Sheahan, 2005; Stareček et al., 2017). At work they need to know that their work input was valued and recognized, they can learn and expand their skill set, thrive on responsibility, and use technology as an integral part of the day-to-day operations of the business (Gravett & Throckmorton, 2007). In the research focused on ranking key

motivational factors for Pre-Boomers, Baby Boomers, Generation X, and Generation Y, only members of Generation Y considered the possibility of getting along well with others in the work as a key motivator (Montana & Petit, 2008). Members of Generation X and Generation Y are loyal in the first place to the family, in the second to themselves, the third to their community, the fourth to their co-workers, and the last employer. If employers want to build the loyalty of their Generation X and Generation Y employees, they must respect their loyalty and a desire for a work-life balance (Gravett & Throckmorton, 2007).

Generation X and Generation Y have been shown to experience different difficulties in building and maintaining good working relationships. While Generation X emphasized competition, envy, and unwillingness to share knowledge, Generation Y pointed to differences in nature, habits, shared values, and opinions (Matveichuk, Voronov & Samul, 2019).

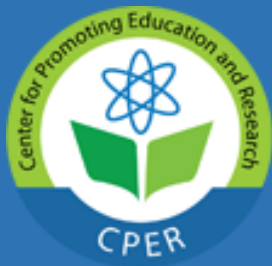
Generation Z occurs on the labor market only in a small number, which will gradually increase as they only enter the labor market. Generation Z was born into the world of Information and Communication Technologies (ICTs) and they grew up surrounded by ICTs. They use actively ICTs devices, as well as social media and mobile phones. They feel good in the world of ICTs, thus, they need to be surrounded by that environment. (Mládková, 2017; Töröcsik, Szűcs, & Kehl, 2014)

Members of Generation Z are very sensitive about fairness (Mládková, 2016). Generation Z requires much more feedback than previous generations (Lanier, 2017). The youngest generation referred to as the Generation Alpha, are called children born after 2010.

Based on the analyzed findings, we formulated the first research hypothesis.

Research Hypothesis 1: *There is a statistically significant difference between the perceived importance of relationships with superiors as a motivating factor and the fulfillment of this motivating factor in individual generations of employees.*

Workplaces will be much more multigenerational in the future (Haynes, 2011). The coexistence of different generations of employees leads to the need for their mutual interaction. This interaction can be a source of misunderstandings and conflicts, but also cooperation and interaction (Gyurák Babel'ová et al., 2019). Managers should take into account the different needs of different generations of employees and create an environment that allows different generations to coexist in the workplace (Haynes, 2011). An important role of managers is not only to provide conditions for employees for their work and to create a suitable environment but also to adequately lead and motivate them. In addition to "hard skills", it is necessary for the manager to have developed also soft skills in the field of people management, which can be developed during working life.



Such skills, qualities, and competencies of a manager include communication skills but also the ability to involve others and motivate and inspire others and use leadership and people management practices that 'have stood the test of time' (Forster, 2005).

A study focusing on the factors influencing job satisfaction confirmed that overall job satisfaction is influenced by variables such as satisfaction with a superior, satisfaction with colleagues, job satisfaction, and satisfaction with job conditions (Schyns & Croon, 2006). It has also been shown that the emotional intelligence of the manager and the resulting social skills have a positive effect on the stress and motivation of employees (Rizwan & Serbaya, 2019).

Research carried out in our territory has shown that the effectiveness of incentives to motivate work behavior is very variable. In the expert assessment of this effectiveness, the greatest importance was rated to the nature of work (creativity and social importance of work), wage differentiation based on the assessment of work performed, absolute salary, personality, and managerial style behavior, management level, and work organization. Other stimulants were identified as less important (Bedrnová & Nový, 1994).

All managers have been exposed to a unique set of influences and experiences that form their perception of leadership. Also, each employee has a partial and selective view of what represents effective management. In practice, this means that leaders may believe that they are acting effectively, but if their behavior does not match the selective constructs their followers have about leaders' behavior, then these leaders will be ignored and their employees will try to find ways to continue working without them (Forster, 2005). It has been proven that the skills of a manager are important for the success of the organization (Oc & Bashshur, 2013; Kollée, Giessner, & van Knippenberg, 2013), which the manager achieves by influencing the work behavior of employees (Laguna, Wiecheteck & Talik, 2012). The personality and behavior of the superior are important motivating factors influencing the motivation of employees (Manzoor, 2012; Lorincová et al., 2019). Other researches have highlighted the importance of the management level and leadership style for motivation leading to performance (Ogbonna & Harris, 2000) or employee engagement (Vogelgesang, Leroy & Avolio, 2013). A study focused on intercultural research of differences in the impact of leadership style on job satisfaction and organizational commitment confirms that organizational culture and leadership styles are important organizational predictors of job satisfaction and commitment. However, it also points to the finding that national culture can have mitigating effects on the impact of certain demographic, leadership, and organizational variables on job satisfaction and engagement (Lok & Crawford, 2004).

Based on theoretical background and practical experience, we assume that the appropriate leadership style is

important for creating a productive relationship between the subordinate and the superior. Based on this assumption have formulated the second research hypothesis.

Research Hypothesis 2: *There is a statistically significant relationship between the level of fulfillment of motivational factors, the style of leadership, and the relationship with the superior*

Termination of employment is not usually generated as a spontaneous decision, but rather indicates longer-term dissatisfaction, so fluctuations may reflect the degree of employees' dissatisfaction. Undesirable fluctuations are reflected in the low quality of work, high costs of labor turnover, training, and adaptation of new employees. Managers have traditionally considered turnover (frequent job changes) to be a problem. An exchange may work and the price an organization has to pay for it will be worth it. In the form of a functional exchange, the organization has the opportunity to replace lower-performing workers with workers who will do their job well. Dysfunctional replacement is costly for an organization because capable employees leave. An important problem for the organization is to find out whether the total volume of replacement of its employees is not caused by the departure of executive employees. Some research (McEvoy & Cascio, 1987) has shown that greater fluctuation occurs in poorly performing employees (Berry, 2009). Other authors report that smarter people have better performance, are more likely to live because they have better external job opportunities (Trevor, 2001). One of the factors that can influence an employee's decision to resign is the existence of other jobs available to him, which also depends on the general level of unemployment. The decision of a worker to leave work is a prudent cognitive process, which consists of some steps. The intention to look for a new job is in the middle of this process and is influenced by both the degree of satisfaction, the likelihood, and the likelihood that he will discover an acceptable alternative (Mobley, Horner & Hollingsworth, 1978).

The manager, respectively the organization and internal conditions and relationships are the main variable that causes the decision of employees to leave or stay in the workplace (Vnoučková, 2013). In some cases, the growth of retention or competitiveness is influenced by managers in the organization (Bělohlávek, 2008; Branham, 2009; Ramlall, 2004) and in other cases by interpersonal factors. Interpersonal factors have their cause in organizational structure and internal relations (factors of communication, recognition, and relationships). Good relationships in the workplace are a prerequisite for satisfaction, which results in the employees retaining in the organization, even if there are many reasons to leave. The basic features by which we can evaluate relationships in the workplace include e.g. leadership style, teamwork, fair treatment of employees, sense of trust, employee relations between departments, the ability to respect their employees,

and the like (Vnoučková, 2013). Research proved the positive impact of relations in work in general, and the ability of the organization to retain important employees (Gyurák Babel'ová et al., 2020). Other authors cited the amount of remuneration and benefits, growth and development, the meaning of work, leadership, relationships with co-workers, and work safety as the most important factors influencing fluctuation (Hackman & Oldham, 1976).

We hypothesize that the quality of relationships with the supervisor affects the employee's willingness to retain or not retain in the organization.

Research Hypothesis 3: *There is a statistically significant relationship between the level of fulfillment of the motivational factor relationships with the superior and the probability of seeking a new job in another organization over the next 12 months*

All three research hypotheses were formulated based on the literature background, results of previous studies, and the experience of the authors.

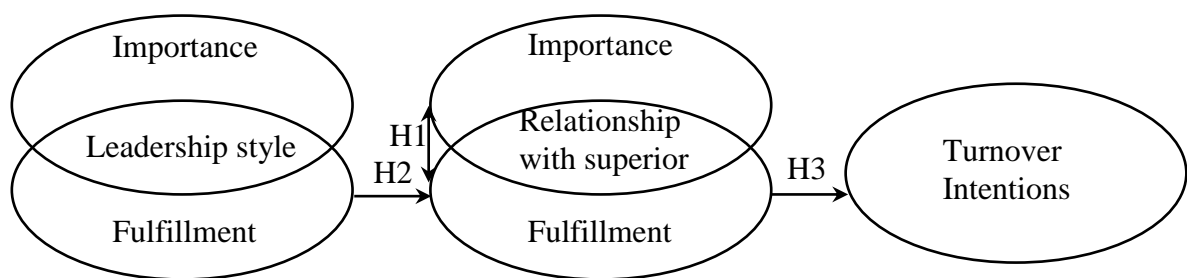


Figure 1. Hypothesized model

Materials and Methods

The research aimed to investigate the coexistence of different generations of employees with a focus on the importance and fulfillment of the motivational factors leadership style and relationship with superiors among different generations of employees. To fulfill this aim, three research hypotheses were defined.

A research questionnaire was designed based on previous qualitative research and completed projects followed by the presented research. Using this questionnaire were collected research data. The questionnaire contained 28 closed questions, the first part of the questionnaire contained questions focused on demographic, social, work, and qualification characteristics of respondents. Other questions were focused on the respondents' perception of the importance of the set factors of work and the level of fulfillment of individual factors in their actual employment. Respondents rated their perceptions of the importance of the motivational factors and the level of their fulfillment on the 5-point Likert's

scales (from 1-minimum to 5-maximum). The following questions were aimed at how different generational groups perceive each other and aspects influencing the cooperation of different generational groups in a given industrial enterprise and their actual workplace. The collected research data were processed using Microsoft Excel, IBM SPSS 22.0 (Statistical Package for the Social Sciences), and MiniTab. Descriptive statistics tools were used to interpret the research results. Statistical tests were used to test the relationships between dependent and independent variables. The anonymity of the respondents was respected during the data collection as well as the data processing and interpretation of the results.

The research sample consisted of employees of industrial enterprises of all sizes. The questionnaire was distributed to employees of industrial enterprises in Slovakia in printed and electronic form. The sample consisted of 534 respondents of various ages. The age range of respondents is shown in Figure 1.

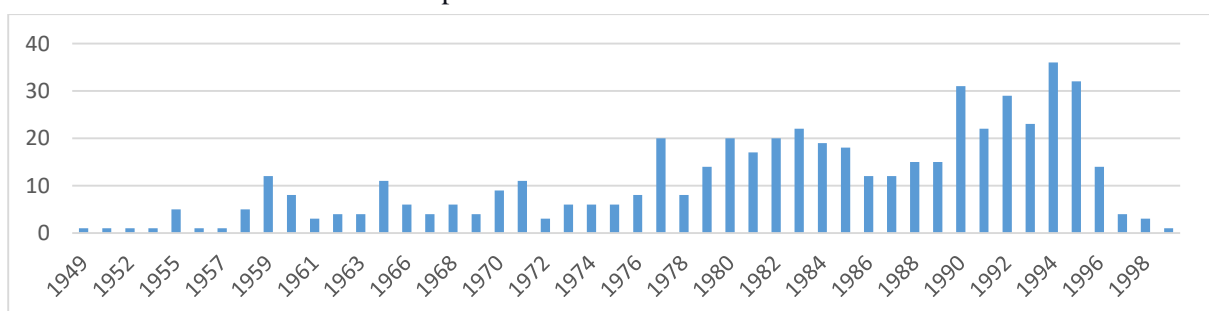


Figure 2. Distribution of respondents by year of birth (Source: own processing, 2020)

As can be seen in Figure 2, the most of respondents were people born in 1994 followed by those born in 1995. When summarizing the results, the respondents were divided into four generational groups. Firstly, to define the individual generations of employees was analyzed the current representation of individual generations on the labor market in the Slovak Republic. Based on the analysis and comparison of different approaches to the specification of generational groups were determined the exact frameworks in terms of years of birth for each generation that best suits the conditions and situation in the composition of generational groups in

Slovakia. Consecutive were analyzed relevant published studies focused on individual and common characteristics of all generations. The results were analyzed and synthesized in the form of characteristics of individual generations of employees. As a result of the implemented analytical and synthesizing procedures, individual generations of employees in organizations in Slovakia were systematically defined and characterized. The representation of respondents according to affiliation to individual generational groups is shown in Table 1.

Table 1. Affiliation of respondents to the individual generational groups (Source: own processing, 2020)

	Men		Women		Total	
	Absolute	Relative	Absolute	Relative	Absolute	Relative
	Frequency	Frequency [%]	Frequency	Frequency [%]	Frequency	Frequency [%]
Baby Boomers	17	7	19	7	36	7
Generation X	73	28	80	29	153	29
Generation Y	162	62	161	59	323	60
Generation Z	9	3	13	5	22	4
Total	261	100	273	100	534	100

As can be seen from Table 1, members of Generation Y represent the largest generational group in the research sample, followed by Generation X. Members of Generation Baby Boomers followed by generation Z were the two smallest generational groups taking part in the presented research. Generation Baby Boomers and Generation Z are also lowly represented on the labor market, as members of the oldest generation continuously leave employment life and members of Generation Z are just starting to enter the labor market. Table 1 shows that the research sample consisted of 51% women and 49% men.

Research results and discussion

The presented research was focused on the coexistence of different generations of employees in industrial enterprises in Slovakia and the work motivation factors of members of these generations. We focused in the research mainly on the relationship with the superior and leadership style when analyzing the motivational factors of employees in industrial enterprises. Firstly, we focused on differences in the importance of the relationship with the superior of between individual generations. The results are illustrated in Figure 3.

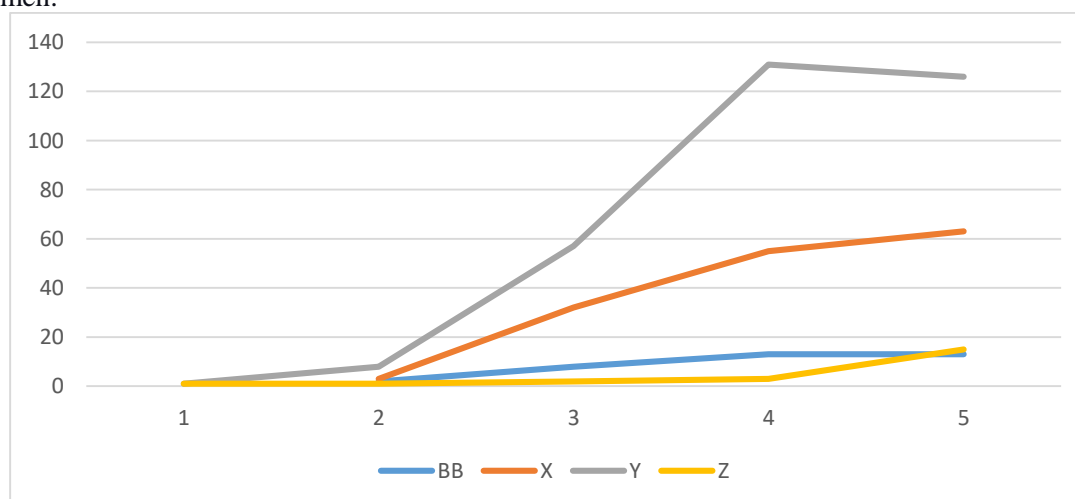


Figure 3. The importance of relationships with superiors (Source: own processing, 2020)

As can be seen in Figure 3, Generation X and Generation Baby Boomers consider the motivational factor of relationships with superiors mainly to be highly important, Generation Y respondents rated the importance of the factor of relationships with superiors more often more than average or

highly important, and for respondents of Generation Z, this factor is highly important.

Figure 4 shows the responses of members of each generation regarding the perceived level of fulfillment of the motivational factor relationships with superiors.

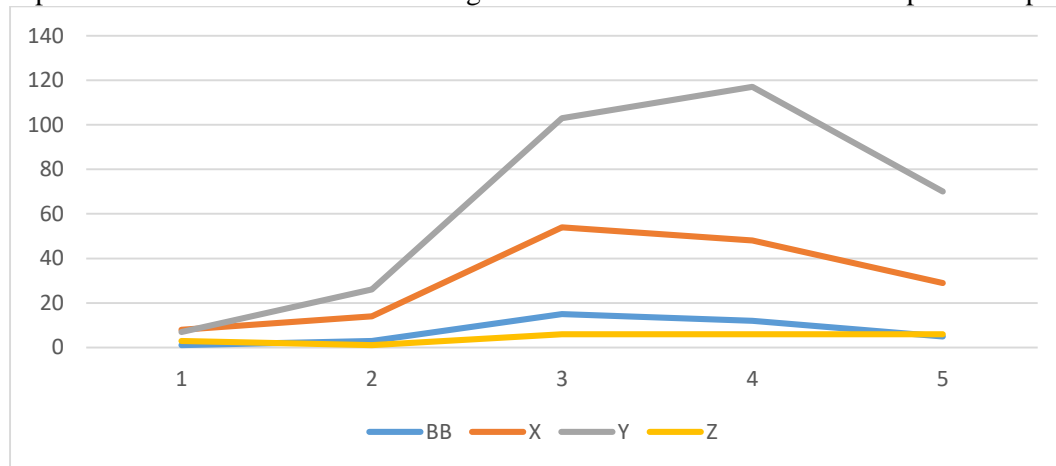


Figure 4. Fulfillment of relations with superiors as motivational factor (Source: own processing, 2020)

As can be seen in Figure 3, Generation X and Baby Boomers most often rated the fulfilment of the relationships superiors as average, Generation Y members rated the fulfilment of the motivational factor better than average, and Generation Z respondents rated the fulfilment of this factor mostly as average to be fulfilled.

As can be seen from Figure 2 there are only slight differences between the most preferred answers for the importance of this motivational factor for each generation. Similarly, there is also only a slight difference between the most preferred ranking of the level of fulfillment of this

motivational factor, as shown in Figure 4. For the research, we compared the importance and fulfillment of motivational factor relationship with a superior. It is important to consider this difference because, in terms of motivation, regardless of how important the relationship with the supervisor is for the employee, there is important if there is a discrepancy between the importance and the degree to which the employee's expectations are met. Table 2 shows the results for the importance and fulfillment of the motivational factor relationship with the superior for partial generations of employees.

Table 2. Motivational factor relationship with superior (Source: own processing, 2020)

Generation	Baby Boomers		Generation X		Generation Y		Generation Z	
	Average	Standard deviation	Average	Standard deviation	Average	Standard deviation	Average	Standard deviation
Importance	4.03	0.91	4.16	0.82	4.15	0.82	4.36	1.14
Fulfillment	3.47	0.94	3.50	1.07	3.67	0.97	3.50	1.34

As can be seen in Table 2, the motivational factor relationship with the superior is most important for Generation Z and least important for members of the Generation Baby Boomers. Members of Generation Y perceive this motivating factor as the most fulfilled and members of the Baby Boomers generation perceive it as the least fulfilled. As can be seen from the presented results, each generation declared a difference between how important and to what level are fulfilled the relations with superiors for its members. The biggest differences between the importance and the level of

fulfillment of this motivational factor were declared by Generation Z. As it is a generation that is just entering the labor market, its members are precisely in a period of confrontation of their enthusiastic expectations with the reality of working life. We found the smallest differences between the importance and the degree of fulfillment of relationships with superiors in responses of the Generation Y. This generation has probably managed to adjust their expectations based on acquired work experience, and several are likely to have

superiors at their age with whom they share similar views and approaches to work.

Based on the results of the analysis interpreted by descriptive statistics presented in Figure 2, Figure 3, and Table 2, we proceeded to test the first research hypothesis.

Research Hypothesis 1: *There is a statistically significant difference between the perceived importance of relationships with superiors as a motivating factor and the fulfillment of this motivating factor in individual generations of employees.*

A t-test for pairwise values was used to test Research Hypothesis 1. The probability determined by the test is $p = 0.0044$, which is less than the level of significance $\alpha = 0.05$, resp. 5%. We rejected the null hypothesis based on the test result. We can state that the difference between the importance and the degree of fulfillment of the aspect of relations with the superior is significant.

As an additional test, the t-tests for independent samples were used. Based on t-tests, which test the significance of the difference between the sample means, resp. difference between independent selections, it can be stated that there is no significant difference between the perceived importance of relationships with superiors as a motivating factor and the fulfillment of this motivating factor in individual generations of employees.

The fact that there are no significant differences between the generations in the perception of the importance and fulfillment of this factor indicates that all generations perceive the differences in how important this factor is for them and to what extent it is also fulfilled. Workplace relationships are an important part of the quality of working life. It is therefore important that the quality of workplace relations is given due attention. The relationship between superior and subordinate represents relationships that are formally defined by the organizational structure. It is an asymmetrical relationship, based on superiority and subordination. Although a culture of partnership and

cooperation can be created in the workplace, in the relations between superiors and subordinates there will always be a certain degree of this asymmetry. Therefore, relationships with superiors must be positively complemented by relationships with colleagues that are based on asymmetrical, equal collegial relationships.

Although there were no significant differences in the perception of the importance and fulfillment of the motivational factor relations with superiors between the individual generations, we consider the inclusion of age management and respecting age diversity into the management practice of the industrial enterprises as important. As confirmed by research, the application of age management in business management has an impact on the competitiveness of the organization and brings a competitive advantage (Urbancová et al., 2020). That is the reason why we focused on age diversity in our research. We did not focus on gender diversity in the perceived importance of relationships with superiors as a motivational factor, since another recent research has confirmed a significant difference in the perception of a leader's approach as the motivational factor of depending on gender (Lorincová et al., 2019).

Further, we focused on the motivational factor leadership style and the relation between leadership style and the relationship with the superiors.

The responses of respondents from different generational groups for the fulfillment of the motivational factor relations with the superior are shown in Table 4.

As can be seen from Table 4, respondents from Generation Baby Boomers and Generation X most often rated the fulfillment of the motivational factor relationships with superiors as average, members of Generation Z and Generation Y most often rated the fulfillment of the motivational factor relationships with superiors as better than average.

The responses of respondents from different generational groups for the fulfillment of the motivational factor the leadership style of superior are shown in Table 5.

Table 4. The level of fulfillment of the motivational factor relationship with superior (Source: own processing, 2020)

Generation	Baby Boomers		Generation X		Generation Y		Generation Z	
	Absolute Frequency	Relative Frequency [%]	Absolute Frequency	Relative Frequency [%]	Absolute Frequency	Relative Frequency [%]	Absolute Frequency	Relative Frequency [%]
1 (low)	1	2.8	8	5.2	7	2.2	3	13.6
2	3	8.3	14	9.2	26	8.0	1	4.5
3 (average)	15	41.7	54	35.3	103	31.9	6	27.3
4	12	33.3	48	31.4	117	36.2	6	27.3
5 (high)	5	13.9	29	19.0	70	21.7	6	27.3
Total	36	100.0	153	100.0	323	100.0	22	100.0

Table 5. The Level of fulfillment of the motivational factor leadership style (Source: own processing, 2020)

Generation	Baby Boomers		Generation X		Generation Y		Generation Z	
	Absolute Frequency	Relative Frequency [%]	Absolute Frequency	Relative Frequency [%]	Absolute Frequency	Relative Frequency [%]	Absolute Frequency	Relative Frequency [%]
1 (low)	1	2.8	20	13.1	27	8.4	2	9.1
2	10	27.8	17	11.1	48	14.9	4	18.2
3 (average)	14	38.9	55	35.9	95	29.4	6	27.3
4	8	22.2	32	20.9	93	28.8	4	18.2
5 (high)	3	8.3	29	19.0	60	18.6	6	27.3
Total	36	100.0	153	100.0	323	100.0	22	100.0

As can be seen in Table 5, Generation Baby Boomers, superior the most frequently as an average or more than Generation X, and Generation Y members most often rated the average.

The fulfillment of the motivational factor leadership style of The results shown in Table 4 and Table 5, was processed cross-table, see Table 6.

Table 6. The levels of fulfillment of motivational factors relations with the superior and the leadership style of the superior (Source: own processing, 2020)

		The level of fulfillment of the motivational factor relationship with superior					
		1 (low)	2	3 (average)	4	5 (high)	Total
The fulfillment of the motivational factor leadership style	1 (low)	13	11	19	6	1	50
	2	4	16	39	19	1	79
	3 (average)	1	17	86	52	14	170
	4			26	80	31	137
	5 (high)	1		8	26	63	98
	Total	19	44	178	183	110	534

As can be seen from Table 6, the highest recorded values were for a combination of responses, where the respondent indicated satisfaction with the motivational factors leadership style and relations with the superior as average, followed by ranking both motivational factors as more than average, the third most numerous combination of responses was high for both motivational factors.

Based on the results of the analysis interpreted by descriptive statistics presented in Table 4, Table 5, and Table 6, we proceeded to test the second research hypothesis.

Research Hypothesis 2: *There is a statistically significant relationship between the level of fulfillment of motivational factors, the style of leadership, and the relationship with the superior*

Based on the results shown in Table 6, a correlation analysis was performed. The results are shown in Table 7.

Table 7. Regression analysis of the degree of fulfillment of relations with the superior and the leadership style of the superior (Source: own processing, 2020)

Regression Statistics	
Multiple R	0.633
R Square	0.401
Adjusted R Square	0.400
Standard Error	0.787
Observations	534

As can be seen in Table 7, the correlation coefficient is $r = 0.633$, which can be considered in this area of research as a stronger dependence. As shown in Table 7, the coefficient of

determination is $r^2 = 0.401$. Figure 5 shows the correlation between the fulfillment of motivational factors leadership style and relationships with a supervisor.



Figure 5. Correlation between motivational factors leadership style and relationships with superior (Source: own processing, 2020)

As can be seen in Figure 5, the positive correlation ($r = 0.63$) indicates that if the level the satisfaction with leadership style increases, also increases the tendency to rate positively the

relationship with a superior. The result of the next control test is shown in Figure 6.

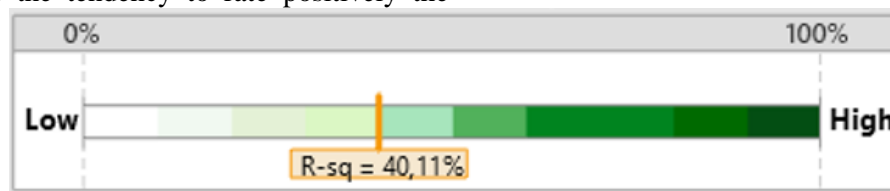


Figure 6. Coefficient of determination of the motivational factor leadership style (Source: own processing, 2020)

As shown in Figure 6, 40.11% of the variation in motivation factor relation with superior can be explained by the regression model. The results of the control test can be interpreted as follows: the change of the dependent variable, the relationship with the superior is in 40% influenced by the leadership style of the superior (independent variable).

Based on the correlation analysis - the calculation of the correlation coefficient, the dependence between the factor of superior manager's leadership style and the motivational factor relationship with the superior was confirmed. The level of significance is shown in Figure 7.



Figure 7. The significance level of testing Research Hypothesis 2 (Source: own processing, 2020)

As can be seen in Figure 7, The relationship between the level of fulfillment of the motivational factor relationships with the superior and the level of fulfillment of the motivational factor leadership style is statistically significant ($p < 0.05$). Based on the performed analysis, we can state that the level of fulfillment of the motivational factor relationship with the superior correlates, resp. depends on the leadership style of the supervisor.

It complies with the results of earlier research carried out in different demographic and cultural environments, that the effective leadership style develops a high-quality relationship between leaders and followers, followers show more respect, contribute more and show a higher level of organizational commitment, and thus significantly increase organizational efficiency (Lee & Wei, 2008).

It is important to use a leadership style that suits the managed employees also about the situation (Blanchard, Zigarmi & Zigarmi, 2013; Vroom & Jago, 2007). The leadership style has a great influence not only on the relationship of employees to superiors but also on the work behavior and performance of employees. According to the performed study, for most students, the most appropriate style is directive. After graduation, young people prefer a coaching leadership style (Salehzadeh, 2017). Appropriate leadership style depends on individual preferences but also the maturity of employees. Therefore, it is necessary to take into account the age diversity of employees when leading and managing people.

Leadership style is more important than the powers of superiors. A new generation of responsible leaders redefines the role of organizations in society (de Jong & Giessner, 2020). It is important that superiors when leading people, take into account the extent to which the leadership style of the superior influences the atmosphere at the workplace and the work behavior of employees.

Research Hypothesis 3: *There is a statistically significant relationship between the level of fulfillment of the motivational factor relationships with the superior and the probability of seeking a new job in another organization over the next 12 months*

Before testing the third hypothesis, we analyzed the results of research focused on the probability of trying to find a new job in another organization over the next 12 months. The summary results for each generation are shown in Table 8.

As can be seen in Table 8, the Baby Boomers most often marked the answer very unlikely. Members of Generation X, Generation Y, and Generation Z most often marked the answer unlikely. The results shown in Table 4 and Table 8, was processed cross-table, see Table 9.

Table 8. Tendency of looking for a new job (Source: own processing, 2020)

Generation	Baby Boomers		Generation X		Generation Y		Generation Z	
	Absolute Frequency	Relative Frequency [%]	Absolute Frequency	Relative Frequency [%]	Absolute Frequency	Relative Frequency [%]	Absolute Frequency	Relative Frequency [%]
Very likely	3	8.3	23	15.0	54	16.7	5	22.7
Likely	2	5.6	27	17.6	87	26.9	3	13.6
Unlikely	10	27.8	69	45.1	118	36.5	8	36.4
Very unlikely	21	58.3	34	22.2	64	19.8	6	27.3
Total	36	100.0	153	100.0	323	100.0	22	100.0

Table 9. The level of fulfillment of the motivational factor relationship with the superior and the tendency of looking for a new job (Source: own processing, 2020)

		The level of fulfillment of the motivational factor relationship with superior					
		1	2	3	4	5	Total
Tendency of looking for a new job	Very likely	11	10	34	21	9	85
	Likely	3	15	45	43	13	119
	Unlikely	3	15	76	76	35	205
	Very unlikely	2	4	23	43	53	125
	Total	19	44	178	183	110	534

As can be seen from Table 9, the highest values are recorded for the combination of responses ranking average and more than average satisfaction with relationships with superiors and responses that it is unlikely that employees will look for new work outside their organization. Based on the results shown in Table 9, a correlation analysis was performed. The results are shown in Table 10.

Table 10. Regression analysis of the degree of fulfillment of relationships with a superior and the tendency of seeking a new job (Source: own processing, 2020)

Regression Statistics	
Multiple R	0.3278
R Square	0.1074
Adjusted R Square	0.1058
Standard Error	0.9462
Observations	534

As can be seen in Table 10, the correlation coefficient is $r = 0.3278$. Based on the calculated correlation coefficient, we can state that there is a moderate dependence between the improbability of trying to find a new job in another

organization (dependent variable) and the level of fulfillment of the motivational factor relationship with the superior (independent variable). The result of the control test is shown in Figure 8.

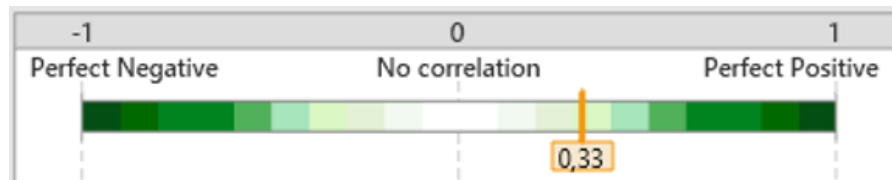


Figure 8. Correlation between the level of fulfillment of the motivational factor relationships with the superior and the improbability of trying to find a new job in another organization (Source: own processing, 2020)

The positive correlation ($r=0.33$) indicates that when satisfied with the motivational factor relationships with the superior increases, the improbability of looking for a new job also tends

to increase. The result of the next control test is shown in Figure 9.

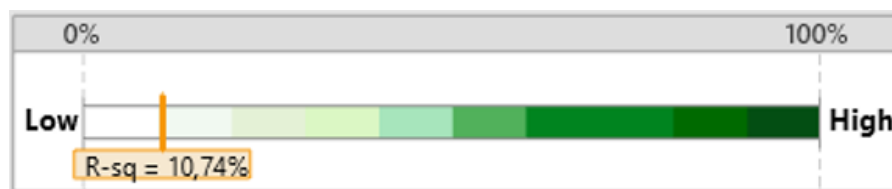


Figure 9. Coefficient of determination of the improbability of trying to find a new job in another organization (Source: own processing, 2020)

As can be seen in Figure 7, 10.74% of the variation in the improbability of trying to find a new job in another organization can be explained by the regression model. The

level of significance of testing the third hypothesis is shown in Figure 10.



Figure 10. Significance level of testing the third hypothesis (Source: own processing, 2020)

As can be seen in Figure 10, the relationship between the level of fulfillment of the motivational factor relationships with a superior and the improbability of trying to find a new job in another organization is statistically significant ($p < 0.05$).

Some authors argue that one of the most common reasons why employees leave or stay in the organization is their superior (Eisenberger et al., 2002; Vnoučková, 2013) and this is especially true for Generation X (Gravett & Throckmorton, 2007). Earlier research has also confirmed the relationship between the age of employees and the probability of leaving, concretely that younger employees are more likely to leave than older employees (Iverson & Pullmanet, 2000). Our research has not confirmed that any generation has a higher tendency to leave employment based on unfulfilled expectations from relationships with a superior. Hence the need to examine the unfavorable turnover of employees as a complex problem, which is influenced by several individuals,

subjective factors but also objective factors such as the whole social situation, the state of the economy, or current global challenges. As concluded by an earlier study, the process of leaving and breaking ties with the organization is well studied. Therefore, it is recommended to pay more attention to why people leave the organization and why people choose to stay (Holtom, Mitchell, Lee & Eberly, 2008).

Conclusion

The paper is focused on generational differences in perception of importance and fulfillment of the motivational factors related to leadership style, relationships with superiors, and the tendency of the employee to leave the employment. The research aimed to investigate the coexistence of different generations of employees with a focus on the importance and fulfillment of the motivational factors leadership style and relationship with superiors among different generations of employees. The results of the research did not confirm that

there is a difference between the individual generations in the perception of the importance of relationships with superiors. However, the results of the research confirmed that for all generations there is a difference between the importance of relationships with superiors and the fulfillment of this motivating factor. Research has also have shown that relationships with a supervisor are significantly influenced by the manager's leadership style. The article describes the relationship between relationships with a superior and the willingness to stay in the organization. Relationships with a supervisor have been shown to affect the tendency or improbability that employees will seek new employment. In the coming years, a generational change can be expected in the labor market. It will be caused by the gradual departure of the oldest generation from the labor market and an increase in the share of the youngest Generation Z. Previous works have

confirmed that the coexistence of different generations of employees brings challenges that affect the sustainable performance of organizations. Therefore, the age diversity of employees must be taken into account when leading people and managing human resources. The potential for interaction between different generations of employees needs to be further explored.

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