

## Estimations Of Future Pioneers And The Characteristics Required In The Smart Business Working Conditions

Almas Sabir

*Management, College of Business Administration)*

*University of Hail*

*Hail, Kingdom of Saudi Arabia*

*almas.sabir083@gmail.com ,*

*ORCID ID: <https://orcid.org/0000-0002-7677-2168>*

Razaudin

*Computer Science*

*Himalayan University*

*Arunachal Pradesh, India*

*razauddin77@gmail.com*

### **Abstract**

*This investigation consolidates two fundamental difficulties for associations today, as it analyzes the arrangement between close to home estimations of future pioneers and the qualities required in the Smart industry working environment. In light of the development of the authoritative condition toward a more multidisciplinary, open, community and multicultural situation, we surmise that the Smart industry working environment requires a progressively generous, all-around situated and by and large self-rose above pioneers. Drawing upon Schwartz's worth hypothesis, we look at the effect of Generations Y and Z's qualities on their administration tendency. The outcomes from the study of 371 youthful members from Generations Y and Z uncover that self-improvement (i.e., force and accomplishment), receptiveness to change, and protection esteems most essentially influence authority tendency. In the meantime, consideration, universalism, and general self-amazing quality qualities—foundations of the Smart industry working environment—show negative impacts on the initiative tendency in the casing of the Smart industry work environment. This demonstrates a poor fit between the estimations of future pioneers and the opinions of the Smart industry working environment. These discoveries have noteworthy ramifications for a human asset the board in future associations and add to the comprehension of future pioneers. Furthermore, the discoveries can assist associations with managing reasonable operations in a Smart industry condition.*

**Keywords**— *individual qualities; future pioneers; Smart industry; Gen Y; Gen Z; associations; Smart industry working environment; India*

### **I. INTRODUCTION**

1. The decent generational variety in the working environment is developing. From prepared Baby Boomers with long stretches of understanding to new confronted Generation Z-ers who are continually associated, the workforce is getting fluctuated as far as age. [88] Associations overall are at present at a defining moment concerning their future activities. They are actualizing the standards of Smart industry [77, 79], while additionally confronting the appearance of new ages of representatives brought into the world after 1980. These workers have a place with Generations (Gen) Y and Z, among which are additionally future pioneers accepting authority positions [80]. Both of these curiosities have a significant job in changing current authoritative practices, just as hierarchical functions, and conduct. Initially, the change of scholarly activities with the usage of trend-setting innovations and various strategic policies ordinarily connected with Smart industry thoroughly impacts interior and outer business forms [83]. Second, because of the enormous changes that the usage of Smart industry brings, the board and pioneers' conduct ought to hold fast to certain individual qualities, which underscored in new conditions [64]. Gen Z is an autonomous, innovative

age, yet it varies from Millennial, whose vocation advancement ways appeared to be coordinated toward new companies and beginning time organizations. Gen Z's favored profession improvement is to have various and innovative open doors with the security of stable business, and they may offer more dedication to organizations that can provide this. [6] What we have found out about Gen Z inclinations strengthens Deloitte's exploration around the redefinition of work. The discoveries further propose Gen Z has the chance to move the "level of influence" between the business and the representative to a model where rather than laborers attempting to fit into a container called "any occupation," associations should tailor work around the curated range of abilities of a specialist [10].

A Smart industry condition is quickly framing with the selection of new standards of social and hierarchical methods of reasoning that viewed as increasingly manageable regarding nature and human frameworks [17, 19, 22, 23, and 46]. It is, be that as it may, predicated on innovative advances [79], yet this affects different territories of scholarly activities; along these lines, Smart industry, generally, speaks to a more collaborative, multicultural, and multidisciplinary hierarchical condition [41, 88, 103 and 56]. In this manner, there are some rising worries about how future pioneers' mentalities and practices will concur with what it is reasonable from future initiative situations in associations [119, 123]. The writing demonstrates that Gen Y, officially known as the twenty to thirty-year-olds, accentuate, above all, values that advance self-improvement as far as esteeming cash, advancement, progression at the work environment, notoriety and force [115, 116, 124]. Gen Z brought up in a comparable social condition, have likewise been found to hold equivalent and even similar qualities most conspicuously [99]. Today, organizations frequently utilize individuals from up to four distinct ages—and it's nothing unexpected that every generation has its remarkable style, needs, objectives, and attributes for businesses to consider. [8]. Glancing through the crystal of which individual classes are significant for forthcoming future pioneers, it appears that there is a jumble between the different qualities (and ensuing conduct) of future pioneers and the conditions required by prospective associations that have executed Smart industry standards. In this article, we'll take a gander at the assorted generational variety in the work environment, survey a portion of the advantages and issues related to it, and offer probably the accepted procedures that will assist you with moving toward the developing age hole at work. [7].

This difficulty in regularly overall general sentiment that younger ages brought into the world with innovation suggests that ought to increasingly prepare. They progressively fit to work in associations that have executed the standards of Smart industry than some other past age [116] that don't have innovation in their "DNA." Since every age has an alternate methodology tackling issues, having a multigenerational workforce can be exceptionally helpful with regards to distinguishing likely arrangements and better approaches for tending to everyday problems [9].

If associations need to create and survey the administration capability of their future representatives from younger ages, they have to guarantee a solid match between their qualities and the pervasive estimations of the Smart industry work environment [24]. They initially need to comprehend the individual evaluations of their future chiefs completely. Be that as it may, the job of the new age's pioneers and their qualities are, with regards to Smart industry, not surely knew in writing. The current writing has, up to this point, primarily tended to the individual estimations of present experts and pioneers [90, 114], the qualities across ages at the work environment [39], and the significance of different attributes for authority by and significant [38, 86, 110]. Earlier investigations of pioneers' very own qualities regularly centered on the current experts in associations, while just a couple of studies tended to future experts from Gen Y and Z [80, 115, 116, 99]. However, this writing is restricted, as close to home estimations are ordinarily surveyed for experts in associations across various social settings, uncovering an absence of studies concentrating on the individual evaluations of younger ages, as future pioneers.

2. Further, going to Smart industry, the current investigations of Gen Y and Z representatives don't ordinarily incorporate the hierarchical conditions of Smart industry, which present the most significant test for associations overall [19]. Here, authority is particularly significant from a critical perspective [19, 21], yet it is clear that associations don't anticipate it as much as they ought to [100]. Younger ages, as future experts just as pioneers, are presently not considered as a significant test with regards to Smart industry. For example, a thorough arrangement of difficulties that Smart industry brings to associations in the human asset bunch centers mostly around the advancement of the work environment of things to come, qualifying representatives, and building their computerized capacities [101].

As observed over, the job of future representatives, just as pioneers, in the Smart industry working environment is, to a great extent, overlooked. Knowing whether future pioneers are open and kind toward others or, conversely, centered around self-improvement and preservation can show what sort of hierarchical situations they will probably make, and, additionally, regardless of whether such conditions are probably going to be effective [57,70]. However, the current writing doesn't give proof of how the individual estimations of the new age of workers bolster their initiative tendencies considering the present situation of Smart industry. Besides, there is no proof concerning how the individual estimations of future pioneers match and bolster hierarchical functions in the earth of Smart industry. The entirety of the above requires a more profound assessment of the centrality of future pioneers for associations inside Smart industry. Since every age has such remarkable qualities, things will probably not generally be going great when the age hole pops up. As a business, it very well may be trying to deal with the desires for multigenerational representatives—everyone has various wants and needs [64].

Moreover, one of the more significant undertakings of pioneers these days associations additionally concerns supportable advancement [19], which is critically determined by the individual qualities [42, 58, 75] that are at the focal point of our consideration. Appropriately, we may ask how future pioneers' conditions and the estimations of the Smart industry work environment can influence. The practical turn of events and activities of associations since it discovered that, for example, twenty to thirty-year-olds put next to no accentuation on social obligation issues [80].

This investigation is remarkable, as it consolidates two impressive and frequently ignored difficulties in these days' associations. The principle point of this examination is first to survey the individual estimations of future pioneers from Gen Y and Z and to pick up understanding into their future conduct in associations. Next, we will likely apply these perceptions to investigate whether future pioneers are following the requirements and desires for the Smart industry work environment and, additionally, how are they prone to shape the next hierarchical condition.

By testing the hypothesized theory and setting up the connections between administration tendency and individual qualities, we make three particular commitments to the writing and business practice. To start with, we watch the unique attributes that planned Gen Y and Z pioneers organize. Second, by using perceptions from arranged conduct hypothesis [2], we propose a lot of likely results in regards to how planned future pioneers carry on and, therefore, how well they fit with and shape the future working environment of Smart industry. Third, we plot a few stages that associations should take while choosing future pioneers, and decide how they can change their condition to make sure about practical advancement in Smart industry.

## II. HYPOTHESIS

### A. Hypothetical Background and Hypothesis Development

This area initially inspects the idea of individual qualities, where the attention is on Schwartz's hypothesis of distinctive attributes [106]. Next, the significance of unique characteristics for the initiative laid out, where the idea of authority inspected. Further, we plot the job of power the situation being what it is of Smart industry. The hypothetical segment finished up by consolidating the discernments concerning individual qualities, initiative, and Gen Y and Z to give knowledge into the estimations of future pioneers with regards to the Smart industry working environment.

*a) Individual Values:* Individual qualities decide how an individual sees the world [94, 111]. Conditions can be considered primarily as convictions and alluring objectives, where they may speak to a norm or model of expected conduct [4, 106 and 108]. They additionally talk to a person's understood or unequivocal wants, which can impact the sort of means or activities that the individual will choose to achieve their objectives [63]. By expansion, they instructed as an intellectual channel [32].

A person's qualities and, by expansion, their convictions, perspectives, and practices shift contingent on the abstract significance and the distinctive inner and outside variables [116, 2, 106]. Expanding on these hypothetical discoveries (Figure 1), individual qualities can introduce a beginning stage from which an individual's mentalities and practices start [2, 108, and 13]. They are a significant social indicator since they reflect a profound and unique individual view of the correct conduct and are its principle help [50, 106]. Notwithstanding, it ought to express that the social result relies on the

level of significance an individual allots to the specific worth, which is coordinated by an individual's objectives, convictions, inspiration, and so forth [106, 116].

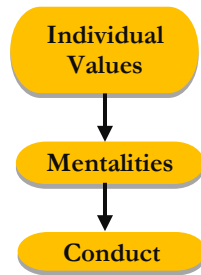


Figure- 1. The process from personal values to future (planned) behavior

3. Among others, Schwartz [104, 105, 106, and 107] laid the as of now the most utilized basis for the essential structure of individual qualities. He characterized ten sorts of excellence, which comprise sub dimensions and are diverse concerning an individual's inspirations. Comprehensive range directions of these sub dimensions include: (1) Self-bearing, in light of a person's free idea and activity; (2) incitement, which alludes to a person's direction toward energizing and testing life, just as curiosity; (3) debauchery, which is associated with self-delight and joy; (4) accomplishment, with regards to individual achievement, which depends on a person's abilities inside applicable social guidelines; (5) power, driven by notoriety and economic wellbeing and the requirement for control and strength over individuals; (6) security, which alludes to accomplishing wellbeing, solidness and agreement in various territories, e.g., society, connections, and self; (7) congruity, considered is a feeling of non-activity toward others, with the end goal of not hurting individuals and dutifulness toward the standards of society; (8) custom, which clarifies.

A person's association and relationship with his way of life, custom and religion; (9) altruism, which situated toward the government assistance conservation or improvement of a gathering of which an individual is a party; and (10) universalism, which mirrors the well-meaning goals, resistance, and thankfulness toward nature and others.

As per Schwartz's model [106, 108], these ten kinds of qualities can frame higher-request measurements. In particular, self-greatness esteems that depict a person's altruism, and universalism esteems. Self-improving classes are centered around power, on gratification, partially, and on the accomplishment of objectives, here and there even with no see regarding methods. Receptiveness to change includes the estimations of incitement, self-heading, and, halfway, indulgence. In conclusion, protection alludes to the qualities associated with security, similarity, and custom. Self-enchasing classes and receptiveness to change individual interests are self-greatness, and the protection esteem mirror is the social importance of an individual [106]. Even more, the different estimations of responsiveness and self-amazing quality envelop a person's inclinations that depict self-awareness and opportunity from tension. However, evaluations of self-improvement and preservation portray self-assurance and uneasiness in shirking [104].

In this, we use higher-request measurement esteems with the end goal of conversation, as they offer the chance of more remarkable clearness and have progressively exploratory force. We additionally consider all the more as of late found blends that the above-illustrated ten sorts of individual qualities take as to personal inspirations and conduct [108].

As observed, because of its handy convenience, the idea of individual qualities can be applied in a wide range of social and helpful sciences [97]. The investigation into personal qualities has its underlying foundations. Principally in social brain science; the idea has likewise been considered by the executives' researchers to all the more likely clarify the concept of representatives' conduct in associations from different angles [116, 39, 30, 33, 44, 81], where a vast extent of the writing manages the effect of individual qualities on authority.

#### *B. The Role of Personal Values in Leadership*

Numerous individual viewpoints will collaborate to decide the activities of an individual in an administration role. Perceptions, mentalities, inspirations, character, abilities, information, experience,



certainty, and responsibility are a couple of factors that are significant for understanding the conduct of people. They are no less meaningful for understanding the behavior of individuals at work, regardless of whether they are pioneers or then again not [11]. The applied thought of authority has been broadly read for the only remaining century inside various fields, principally in social brain science, business, and financial aspects. In any case, previously, concentrates frequently came up short on the significance and setting for useful application and didn't address psychological, social, and relational perspectives [123, 125]. Be that as it may, these holes clarified in progressively contemporary writing, in the feeling of portraying the important down to earth suggestions that initiative has on associations [45, 54]. Authority is a troublesome idea to characterize [113] exhaustively. In this examination, we can describe it as an individual's endeavors toward the acknowledgment of authoritative objectives. Authority, as a capacity, in this manner, empowers associations to set and accomplish said objectives [35]. By augmentation, pioneers give the correct heading in this procedure, just as the devices, backing, and inspiration essential to guarantee that all exercises are by the objectives of an association [54, 125]. Besides, an initiative it can likewise be considered as a procedure of impact on others [123]. Yet, this impact is just (undoubtedly) successful if the estimations of the pioneers are by the opinions of the workers [37].

The individual qualities that pioneer hold straightforwardly bring about their characteristics, perspectives, and administration styles [109, 126]. Initiative styles can, in this way, comprehended as a deliberate example of the norm and ceaseless conduct of a pioneer [36], which has direct ramifications on the forming of authoritative culture [45, 16]. Numerous researchers have perceived individual qualities as a significant driver of initiative conduct [110, 30, and 53]. A pioneer's very own attributes subsequently likewise help to shape a more extensive authoritative condition [30, 85]. Along these lines, an association viewed as an impression of its top directors [57].

### *C. Authority in Smart industry*

Smart industry has not yet been extensively characterized [73]. Until this point, it comprehended that Smart industry is a development dependent on the rising computerized advances that actualized into reliable operations, particularly in assembling associations [23]. These transformational changes bring plenty of difficulties for associations, running from issues with innovative Usage [43, 62] to issues with representatives inside HR the board [101]. Smart industry advancements on an operational level include, for the most part, digitalization-based ideas and mechanization. Notwithstanding, the primary point of Smart industry usage is to make digital, physical frameworks, to actualize computerized reasoning, and in this way to accomplish self-governing and savvy fabricating and more extensive business forms [40, 66, 93].

The resulting changes are, nonetheless, centered on hard, innovation-related perspectives. Still, instead, it is normal that the hierarchical condition will likewise turn out to be progressively multicultural, multidisciplinary, coordinated, collective, open, and so on. Along these lines affecting delicate individual's related viewpoints [41, 88, and 103]. Because of these changes, the topic of which esteems, qualities, and traits pioneers ought to have or placed into the cutting edge inside the Smart industry working environment gets pertinent.

Pioneers will drive and make the vision, reason, and position of future associations in the digitalized worldwide economy [30, 28] and whole associations will mirror their characters in the manner they work [82]. Still increasingly significant, advantageous authoritative results are intensely affected by a pioneer's intellectual and worth qualities [57]. Regarding understanding the vital significance of administration, a few signs of the required classes and practices of transitional pioneers reported. For transitional pioneers, they should be able to perceive their feelings [96], which is associated with receptiveness, and to have proactive characters [64], related to estimations of self-upgrade. Here another pragmatic inquiry rises of whether such conduct qualities fit with the necessities of things to come authoritative condition.

Going to the required initiative attributes in the edge of Smart industry, thoughts regarding the job of future pioneers practically speaking are likewise rising. Harold [59] traces that the future alleged "organized pioneers" ought to have a few key directions. The direction of pioneers ought fundamentally centered around dealing with the decent variety, spry initiative, and moral obligation of pioneers. Pioneers, in light of the current situation of the Smart industry working environment, should, consequently, be agile and versatile as far as picking up, working diversely and cross-

generationally, and so on. Future pioneers ought to be morally mindful and, in this sense, educated [59]. Alongside spry capacities, pioneers ought to likewise be available to change and face challenges to adjust and execute changes and, by expansion, fabricate another hierarchical culture [20, 112]. It is similarly laid out by [41] that Smart industry will require chiefs and pioneers to change their administration style from power-headed to esteem driven. It is a direct result of the more diverse and dynamic workforce, which shows a requirement for less force driven pioneers, however, requires increasingly general and generous people as pioneers.

Moreover, pioneers should create and genuinely draw in different representatives, just as be socially and mindful [20], which likewise requests high self-greatness, i.e., all-inclusive and kind individual qualities. Putting universalism esteems into the bleeding edge would also be useful for accomplishing the objectives related with maintainable improvement of future associations, since personal attributes are a significant indicator of a pioneer's perspectives toward practical advancement [58]. The recognized classes, which expected to work in the Smart industry working environment, particularly universalism esteems, are compatible with the qualities planned for encouraging the socially dependable conduct of pioneers, who, like this, lead and actualize successful and moral administration rehearses that protected the drawn-out supportability of associations [42].

To summarize, the Smart industry working environment will require pioneers with robust altruistic, widespread. When all said in done, self-greatness esteems by expansion, centered on transparency, self-improvement, and the development of their adherents and by, and extensive work liberated from nervousness, however, remain inside persuaded.

#### *D. Generations Y and Z and Their Values in the Smart industry workplace*

Current transformational exercises in associations are because of the execution of Smart industry, expanding the familiarity with the critical job that authority needs to play to make sure about a legitimate and valid authoritative change [112, 78]. Plenty of studies have just attempted to decide the individual estimations of chiefs and pioneers in history [116, 111, 45, 72, and 98]. In any case, initially, in this examination, we center on the "future pioneers" from Gen Y and Z, whom we can characterize as individuals who will, within a reasonable time-frame, likely become pioneers because of their insightful tendencies to become pioneers.

Taking into account that the two ages were brought into the world a few years separated, they were as yet brought up in fundamentally the same as conditions, or, in other words, more innovatively determined situations, contrasted with past ages. This innovation-driven idea is particularly valid for Gen Z [99].

To begin with, recent college grads, i.e., Gen Y, were conceived somewhere in the range of 1980 and 1994 [99] and had particular social qualities [115, 116]. They additionally have unique character characteristics [25] and considerably various inclinations toward the significance of individual attributes and practices, contrasted with the past ages [34, 118]. This age is unquestionably more mechanically adept, and along these lines, through their background, has created distinctive individual qualities. Twenty to thirty-year-olds are viewed as progressively adaptable, versatile, and indulgently situated than, for instance, Gen X, who esteem greater soundness, challenging work, and security [1, 68], exhibiting their various perspectives on the world. This distinction reflected in twenty to thirty-year-olds' comprehension of how associations work [115, 116, and 1]. In particular, twenty to thirty-year-olds on the board have various qualities as they are progressively conceited and less centered around others [124]. They likewise give more significance to capabilities and aptitudes; in any case, some of the time has higher virtues concerning specific issues. Twenty to thirty-year-olds additionally profoundly esteem kinship, love, and desire [47].

Second, Gen Z, brought into the world after 1995, shows next to no distinction in unmistakable qualities contrasted with Gen Y. Looking at these two ages by their work esteems, they don't show a lot of difference as far as the positioning of qualities, particularly concerning self-upgrade and gratification respects [99]. Some exploration suggests that generational contrasts may well exist between Gen Y and Z [117], as in Gen Z takes previously settled standards of conduct by Gen Y to a progressively improved level. Human qualities frameworks are developing with the earth [88], which on account of the considered ages here, began to advance into what it is at present during the period when twenty to thirty-year-olds were growing up [116]. The closeness of qualities can likewise be grounded dependent on considers, stressing the life span of conditions [106,53,91], which suggests

that no severe line can be drawn between two ages, even though there is an "officially" characterized point as far as the time of birth.

To additionally depict the connection between the new ages' self-improving and self-amazing quality, considers proposing that in these ages, individual attributes associated with cash and distinction are more noticeable than values underlining ethics, charitableness, sympathy, worry for other people, and so forth [115, 116,124]. Strikingly, a few investigations have discovered that, explicitly, twenty to thirty-year-olds may esteem time over cash, recommending, in addition to other things, a solid commonness of gratification and self-heading [25, 128, and 76]. Concerning their preparation to join the workforce, a few contentions made the high good and moral qualities that have developed in specific investigations. Make particularly recent college grads exceptionally arranged to enter the present business condition [116, 32]; however, their exclusive requirements as far as professional success don't [124].

Given the comprehensions that perceived in two unmistakable fields of business considers, we can surmise the accompanying theory.

### III. THEORY

There is a poor fit between the individual estimations of future pioneers from Gen Y and Z and the qualities related to the working environment of Smart industry

#### A. Philosophy

a) *Instrument*: The poll utilized in this investigation was, in the initial segment, concentrated on segment factors, explicitly the respondents' age, sexual orientation, and a spot of living arrangement. In the subsequent part, we utilized Schwartz's refined worth hypothesis [108, 104] to plot the 25 most important qualities. Individual worth estimation frameworks contrast in their inclination and reason, and there is a wide range of scales, and several things thought about while deciding personal qualities. As younger ages seen as fretful [124], we chose a short and refined rendition of the worth overview as to the number of factors and the length of the scale. To be sure, quick polls have likewise tried on understudies, furthermore, experts in different nations around the world [108, 104]. In the third part, we utilized comprehensions from the investigation of recent college grads' points of view on initiative [51] to configuration addresses that measure the new ages' administration tendencies.

#### B. Test and Procedure

The example in this examination comprised of youthful Indian grown-ups. Their age can arrange them into either Gen Y or Gen Z. The poll introduced as an online overview, and it spread among the populace utilizing comfort testing and the snowball strategy in 2018. We used the interpersonal organizations of the creators, through which potential respondents routed to fill in the review and additionally approached to disperse the connection to the online study to their friends. In this way, they got reactions to speak to an accommodation test. The example contained 371 complete results, which approximates the model measures in investigations of understudy esteems utilizing a similar instrument [108]. As to test size, it was huge enough for the examination to make significant inferences from the outcomes [31].

The example socioeconomics shows the accompanying example structure. The age extends from 16 to 35 years of age, with a reasonable period of 22.62 years and a standard deviation of 2.85 years. Concerning age gatherings, 77.1% were Gen Z respondents, and 22.9% were Gen Y respondents. In the interim, there were 42% male and 58% female respondents. Concerning the respondents' place of home, 41.5% were living in a vast city and 58.5% in rural towns or the open country.

#### C. Measures

Qualities, we utilized the refined hypothesis and the worth study [108]. We estimated personal attributes dependent on the 25 articulation questions, varieties of which are proposed in writing [106, 108, and 104]. We utilized a 6-point stretch scale, spreading over from 1 (i.e., this is not at all like me) to 6 (i.e., this is a lot of like me). In past investigations, 6-point scales have additionally utilized to gauge the individual estimations of understudies in Germany, Israel, Switzerland, and Turkey [108].

We played out a foremost segment factor investigation with varimax revolution, entering 25 individual qualities into the IBM SPSS 25 programming. The outcomes show an 8-factor structure that takes after the importance of the more as of late settled and the more associated and interrelated

worth measurements anticipated in the refined rendition of Schwartz's worth hypothesis [108]. We framed the accompanying gatherings of qualities: (1) security- congruity ( $\alpha = 0.815$ ), (2) achievement power ( $\alpha = 0.897$ ), (3) universalism-amicability ( $\alpha = 0.779$ ), (4) custom congruity ( $\alpha = 0.870$ ), (5) self-course incitement ( $\alpha = 0.832$ ), (6) universalism-altruism ( $\alpha = 0.823$ ), (7) universalism-resilience ( $\alpha = 0.840$ ) and (8) gratification ( $\alpha = 0.632$ ). The factor examination was dependable enough that we had the option to continue with further examinations (KMO = 0.823; BTS = 2028.42;  $p < 0.001$ ; difference clarified = 78.26%). Along these lines, enough solid change was disclosed to utilize the higher dimensional individual worth develops in testing the speculations and was similar to that accomplished in considers utilizing a similar instrument [108]. A refined hypothesis of individual qualities [108] anticipated that specific qualities would join onto a similar factor if they are comparable concerning a person's inspiration. It found in our factor investigation, where qualities inside of higher requests of conceptualization (i.e., self-improvement, receptiveness to change, protection, and self-greatness) gather and structure exact individual qualities.

The estimations concerning apparent authority tendency depended on the examinations of how individuals from Gen Y regularly see and characterize administration in their own words [33]. We requested that the respondents rank on a 6-point stretch scale spreading over from 1 (i.e., this is not at all like me) to 6 (i.e., this is a lot of like me). Two articulation questions: "I consider myself to be an innovator later on," and "One of my expert objectives is to turn into a pioneer." The Cronbach alpha for this scale was 0.693.

The Cronbach alpha qualities for gratification and administration tendency were underneath 0.700, yet as concurred in sociologies, there is sufficient dependability and inside consistency for factors above 0.600 to make important forecasts.

#### *D. Examination Design*

Our examination configuration had two unmistakable advances. To begin with, the components of the clear measurements and the zero-requested relationships between are the factors of intrigue were the plot. Second, we played out a various leveled regression examination to watch the connections between close to home estimations and administration tendency, with  $< 0.005$  likelihood. Administration tendency utilized as a needy variable. To affirm the estimation model, we exposed the conjectured model to the decency of the fittest. We utilized most extreme probability estimation techniques with quantifiable factors in AMOS 21 programming. The conjectured model showed a sufficient fit with the information ( $\chi^2$  (N = 371, df = 34) = 77.070,  $p < 0.001$ ; GFI = 0.968; CFI = 0.961; RMSEA = 0.059; CLOSE < 0.05 (0.000)) [26].

As per the laid out hypothesis, we had two ages of new ages' members in the example, with little suggested contrast in close to home estimations [99]. In any case, we likewise played out an autonomous examples t-test utilizing IBM SPSS 25 programming to see whether there were contrasts in the individual qualities and authority tendencies among Gen Y and Z. The outcomes show huge disparities just as to the custom similarity esteems ( $t = -2.106$ ;  $p < 0.05$ ), while there were no noteworthy contrasts in the other individual qualities and authoritarian tendencies. Minor differences in the segment attributes of respondents are adequate when looking at bunches [38, 49]. We, in this way, regarded the example as homogeneous in the examination, as just minor contrasts existed.

We further tried for multicollinearity as an initial step to decide the nearness of regular strategy inclination [84]. The resilience esteems from 0.673 to 0.768, and the VIF respects from 1.294 to 1.485, demonstrating that there were no multi-collinearity issues [61]. We additionally further tried for necessary technique predisposition, as we utilized a similar instrument for the needy and autonomous factors. Every one of the 27 things, 25 from the individual qualities and two from the initiative tendencies, were stacked onto one element with no revolution in SPSS 25, which performed to decide the estimation of fundamental technique change [84]. The outcomes show that there was no natural technique predisposition, as the new primary idle factor clarified 33% of the difference, well beneath the suggested half [69]. At long last, the connections among the elements of enthusiasm for this examination (Table 1) were all well beneath any incredibly high qualities (i.e.,  $>0.90$ ), which could demonstrate the chance of natural technique predisposition being available [15]. In this manner, we can presume that the opportunity of natural technique predisposition in this investigation is low.



#### IV. RESULT

##### E. Graphic Statistics

In Table 1, how the considered factors in this examination are spoken to and associated can be watched. The meaningful insights show that the most noteworthy scored individual estimations of Gen Y and Z are the universalism-resilience esteems ( $y = 5.26$ ;  $\sigma = 0.74$ ). It trailed by the universalism-altruism esteems ( $y = 5.00$ ;  $\sigma = 0.87$ ) and the indulgence esteems ( $y = 4.87$ ;  $\sigma = 0.88$ ). It is interesting as far as need with some past investigations of understudies' qualities [115, 116]. Next follows the accomplishment achievement power ( $y = 4.67$ ;  $\sigma = 1.02$ ), the self-course and incitement esteems ( $y = 4.28$ ;  $\sigma = 0.97$ ), the security-similarity esteems ( $y = 3.98$ ;  $\sigma = 1.01$ ), the universalism-amicability ( $y = 3.63$ ;  $\sigma = 0.93$ ) and the custom congruity esteems ( $y = 3.59$ ;  $\sigma = 1.23$ ). The initiative tendency has the most minimal score, even though it estimated on a similar scale ( $y = 3.35$ ;  $\sigma = 0.94$ ). It shows initiative tendency isn't exceptionally noticeable among younger ages. Second, as to the connection investigation, the segment factors initially don't show any huge relationship with administration tendency and just a couple of essentially valuable low connections with explicit individual qualities. For example, age has a frail positive relationship with the universalism-altruism

TABLE 1. SHOWS THE MEAN QUALITIES, STANDARD DEVIATIONS, AND ZERO-REQUESTED CORRELATION'S AMONG THE FACTORS IN THIS INVESTIGATION.

Variables	M	SD	1	2	3	4	5	6	7	8	9	10	11
Age	22.62	2.85	1										
Sexual orientation	1.26	0.45	-0.008	1									
Spot of living arrangement	1.58	0.49	0.01	0.059	1								
Security congruity	3.98	1.01	0.016	0.159 **	0.086	1							
Achievement-Power	4.67	1.02	-0.031	0.01	-0.016	0.378 **	1						
Universalism-amicability	3.63	0.93	0.015	0.212 **	0.064	0.209 **	0.066	1					
Custom congruity	3.59	1.23	0.088	-0.006	0.157 **	0.476 **	0.322 **	0.231 **	1				
Self-course incitement	4.28	0.97	0.02	-0.016	-0.044	-0.41	0.229 **	0.118 *	-0.009	1			
Universalism-altruism	5.00	0.87	0.118 *	0.147 **	0.059	0.232 **	0.208 **	0.387 **	0.220 **	0.242 **	1		
Universalism-resilience	5.26	0.74	0.019	0.079	0.054	0.274 **	0.234 **	0.357 **	0.265 **	0.256 **	0.368 **	1	
Gratification	4.87	0.88	0.009	-0.015	-0.096	0.149 *	0.317 **	0.168 **	0.043	0.395 **	0.279 **	0.290 **	1
Administration tendency	3.35	0.94	0.049	-0.101	-0.047	0.312 **	0.585 **	-0.171 **	0.307 **	0.223 **	-0.007	0.012	-0.104 *

esteems, inferring that the more established the respondent, the more significant the worth—although this not found with a free examples t-test as to generational contrasts. The vast majority of the individual qualities, then again, demonstrate huge low-to-direct relationships with authority tendency. Negative connections were, in such manner, found for the universalism-concordance and the gratification esteems. Measurably immaterial connections found for the estimations of universalism-consideration and universalism-resilience.

##### F. Regression Analysis

Here, we considered the connection between close to home estimations and saw authority tendency, as appeared in Table 2. In the first place, Model 2 shows that every close to home estimation connected with authority tendency. In particular, the opinions of accomplishment power combined with initiative tendency. Similar holds for the estimates of custom congruity, security-congruity, and self-bearing and incitement. Contrarily connected qualities with authority tendency found for universalism-agreement, universalism-altruism, universalism-resilience, and gratification.

TABLE II. HIERARCHICAL REGRESSION ANALYSIS RESULTS FOR THE IMPACT OF PERSONAL VALUES ON LEADERSHIP INCLINATION

	Model 1		Model 2	
Variables	$\beta$	t	$\beta$	t
Age	0.048	0.93	0.06	1.551
Sexual orientation	-0.098	-1.884	-0.061	-1.548
Spot of living arrangement	-0.042	-0.801	-0.052	-1.335
Security congruity			0.172***	3.684
Achievement-Power			0.505***	11.334
Universalism-amicability			-0.197***	-4.510
Custom congruity			0.168***	3.664
Self-course incitement			0.224***	5.182
Universalism-altruism			-0.094*	-2.106
Universalism-resilience			-0.117**	-2.626
Gratification			-0.091*	-2.056
N		371		371
F		1.754		30.868***
R2		0.014		0.486

Moreover, the outcomes from Models 1 and 2 demonstrate that the segment factors (i.e., age, sexual orientation, and a spot of living arrangement) don't have any noteworthy ramifications regarding the outcomes. It is notable that the direction of individual qualities can clarify 48.5 % of administration tendencies.

Given the significance of individual qualities for Gen Y and Z, it tends to see that universalism esteems profoundly valued. Yet, the connections between administration tendency and personal attributes in the progressive regression model in Table 2 uncover a negative relationship between universalism and initiative tendency. These discoveries permit us to affirm our theory since the pervasive estimations of future pioneers don't completely coordinate the necessities of the Smart industry work environment.

## V. DISCUSSION

The consequences of the investigations show expected, yet regardless exceptional individual worth directions of imminent future pioneers. Considering the higher worth measurements for conversation [104], imminent future pioneers show propensities toward self-insurance and uneasiness shirking. It demonstrates, for them, self-security from passionate hurt is critical [99]. They additionally show general self-ensuring conduct, which isn't generally to the most significant advantage of an association [29]. Uneasiness shirking is likewise conspicuously displayed [108]. It may demonstrate that they would prefer to keep away from troublesome and stress-prompting social or occupation related circumstances than resolve the issues on the spot. With regards to the future business condition, developed around Smart industry, which will be progressively community-oriented and multicultural [102], such ways to deal with critical thinking can make "pioneers with issues" and

might be hurtful to associations [89]. The administration is an intricate and multidimensional marvel [123, 37, and 16, 55]; however, generally, it alludes to how an individual dependent on close to home discernments drives their adherents [122]. View of the world is molded by narrow to home estimations, and accordingly, it isn't astounding that necessary worth qualities shape initiative conduct [104, 71]. The initiative is likewise affected by different drivers, for example, individual attributes [30], hierarchical settings, and outer situations [121]. It is enormous from a possible angle, in any case, that a massive part of the difference in close to home estimations is clarified by authority tendency—nearly up to half—showing the significant job of individual qualities in the initiative tendencies of new ages. Glancing through the crystal of the Smart industry work environment, it is normal that future chiefs who are going into associations are all around lined up with the prerequisites of "digitalized associations," because of the way that they are in steady touch with innovation from "the support" [116], instead of pioneers from past ages [39,85].

Concerning the significance of individual qualities for younger ages, just as those qualities required by the Smart industry working environment, there is, by all accounts, a solid match, since universalism is particularly significant in the Smart industry work environment and is conspicuously refreshing among the respondents in our investigation. Be that as it may, concerning the relationship between the individual estimations of younger ages and their authoritarian tendencies, we can distinguish a poor fit between the evaluations of people in the future's chiefs and the opinions of the Smart industry working environment. Moreover, this fortifies Smart industry is likewise dependent upon socio-cultural development as opposed to just advancement dependent on the advances in innovation [83, 19].

As to the high importance of self-improving qualities, the inclination for imminent future pioneers to control and rule individuals and to look for individual achievement is not out of the ordinary [105, 106]. These qualities show proactive character attributes, which are of significance concerning a pioneer's prosperity [57]. In any case, oneself upgrading values and associated conduct of future pioneers would not be at the front line at the working environment of Smart industry [59]. It credited to the pattern of a worldwide joint effort that Smart industry is accentuating, where, for example, learning industrial facilities will be founded more on collaboration than on singular work [14]. This inconsistency with the requirements of smart industry may have a few ramifications for associations, where younger ages, by and large (particularly in Western economies), show robust qualities associated with force and accomplishment [80, 115, 116, 118]. Conduct associated with predominance and self-upgrade is liable for pioneers rising out of the populace; however, with regards to hierarchical operations, this conduct isn't viable [52]. The future work environment of Smart industry requirements pioneers who are increasingly big-hearted, concentrated on their adherents and on their representatives' needs and who venture all the more unmistakably the estimations of the younger ages. Moreover, the Smart industry work environment likewise needs all around situated pioneers, who have created enthusiastic insight, mindfulness, and exclusive expectations of moral conduct [41, 45, 59, 20, 112].

High energy about universalism esteems will likewise add to the improvement of practical advancement in future associations [87].

The forthcoming future pioneers are likewise progressively open to change. Such pioneers will, on the upside, have the option to make a culture where development and inventiveness can be encouraged [45]. The digital time economy and, therefore, smart industry is, to an enormous degree, driven by ingenuity and development; hence, these qualities from future pioneers fall well in the range of the requirements of future business situations [102]. The planned future pioneers are additionally more preservationist than the others. It is just regular that, as pioneers, they would be increasingly disposed toward strength and security in the association they would lead [106]. In any case, with regards to dealing with a robust multicultural and worldwide Industry. 4.0 authoritative conditions, limiting from the activity may not be the correct methodology. Smart industry likewise empowers level authentic structures [120]. However, pioneers with high preservation esteem lean toward progressively various leveled structures [105]; along these lines, this fit may not be the best. Be that as it may, the capacity to have the option to use, for instance, customary administration practices to give security to the individuals and the information of associations later on the industry is significant [20,112].

### *A. Hypothetical Implications*

This examination has the accompanying hypothetical ramifications. Expanding upon the significance of individual qualities for authority in associations [123, 57] and the new work environment of smart industry [83], our examination adds to the writing by deciding essential individual qualities that required for pioneers inside the work environment of smart industry. Second, we gave proof on how the personal estimations of younger ages bolster their administration tendencies considering the present situation of smart industry. Third, we found a poor fit between the individual estimations of forthcoming future pioneers and the prerequisites of the work environment of smart industry, not recently illustrated in writing.

### *B. Suggestions for Practice*

Utilizing pioneers from the new ages nearby current pioneers as of now present an extensive test for associations [3, 116, 119]. Likewise, considering the poor fit between the estimations of future pioneers and the prerequisites of the working environment of smart industry, new issues may emerge because of the worth inconsistencies in hierarchical practice. HR administrators, just as different troughs, ought to perceive the job of the individual estimations of future pioneers in the work environment of Smart industry and should tailor and "revive" current human asset rehearses.

Initially, the propensity of forthcoming future pioneers toward self-improvement and preservation may have a few ramifications regarding impeding the making of a following authoritative and business condition that will be multicultural, community-oriented, coordinated, open, steady, and so forth. Their self-situated conduct may hinder particular authentic objectives concerning Smart industry standards. It is particularly essential to consider that Smart industry ways of thinking will shape the more extensive social and regular habitat. Not just associations and the social condition will likewise embrace similar qualities, where, for example, the worry for ecological maintainability that is significant with regards to Smart industry [19] requires universalism esteems that are not noticeable among future Gen Y and Z pioneers.

Second, because of the recognized poor fit, associations should additionally create youthful newcomers, with the assistance of severe in-administration preparing. Vital information the board is, with regards to smart industry, a prescribed administration apparatus to use when creating workers [93, 27]. Besides, using tutoring practices can be particularly compelling in making sure about the self-improvement of people [48, 68]. All referenced methodologies ought to in a roundabout way target changing the need of the individual qualities among newcomers to bring to the front line those qualities wanted at the working environment of smart industry. Unquestionably, this procedure can be durable because of the life span of individual attributes and the troubles concerning changing personal qualities in adulthood [53].

Third, the negative relationship of the self-amazing quality qualities (i.e., consideration and universalism) of future pioneers with their authority tendencies proposes that associations should plan a workplace that will "re-interface" this negative connection. For example, the consideration of future workers from new ages into social obligation projects can add to the improvement of the self-amazing quality estimations of universalism and altruism and can create a relationship with administration tendency. Likewise, more accentuation on collaboration than on singular work [14] will upgrade these qualities. In this manner, structuring work assignments that require group working and more extensive joint effort will prevent the use of intensity esteems at the edge of individual errands. Likewise, vocation ways ought to be planned and arranged, such that will put to the bleeding edge hierarchically gainful conduct, which will additionally encourage self-amazing quality qualities, rather than destructive behavior-driven without anyone else to upgrade esteems.

Fourth, new ages esteem relaxation time generously more than past ages [76, 127]. It suggests associations and chiefs should give rewards. Frameworks, persuasive policies, and, particularly, professional way progression plans, which will be appealing enough that new ages will substitute recreation time for more cash and notoriety, as open doors for headway in position are of top need among new ages [124].

Fifth, since the regular future pioneer's very own qualities ought to compare well with the new condition, selecting procedures not to likewise incorporate a test planned for evaluating individual attributes. In this manner, utilizing future pioneers with better fitting qualities will build the



opportunity for their prosperity and their progression in the working environment, which is on the platform of their business-related inclinations [124].

Sixth, glancing through the crystal of supportable turn of events, Gen Y, all in all, don't esteem social duty [80]. However, our investigation uncovered that universalism is noticeably valued. In this manner, concentrating on values that help supportable turn of events and qualities required for the working environment of Smart industry will likewise cultivate maintainable advancement among future pioneers. Even though directors ought to know about current discussions, since universalism esteems are significant among young ages, which adds to the practical improvement of associations. Yet, their effect on initiative tendency for working in Smart industry is negative.

At long last, the recognized reduced worth fit has significant ramifications for the scholarly community. The academic community ought to accentuate the fortifying of the estimations of understudies in a manner that adjusts them to the prerequisites of future associations in the computerized time. The scholarly community can invigorate their educational plans and actualize progressively practical courses for the advancement of business morals, as opposed to generally concentrating on business execution brings about their instructing attempts. It will assist with bringing the required qualities for Smart industry into the front line.

### *C. Impediments*

This examination isn't without impediments. First is the issue in regards to the representativeness of the example since advantageous inspecting utilized. Although we may contend that the example structure mirrors the youthful Indian populace. Second, to quantify individual qualities, we used a self-evaluation approach, which may have a few ramifications for the outcomes [65]. Albeit such methodologies generally utilized for evaluating the individual estimations of people in business writing, because of the shrouded idea of the qualities behind mentalities and conduct, results cannot be straightforwardly seen from a companion's point of view [2, 92]. Third, the merged idea of, for example, Gen Y's qualities over the globe [104] permits us to inspect them in different cultural settings. We chose India, for instance, of a very much created economy in Central Europe that has a place with the Central European culture bunch and that has close relations with the German culture group, because of business cooperation, just as customary high linkages to the Balkan nations [60]. It empowered us to catch delegates of new age from an all-around created society. With tight relationships with different social orders, we have to remember that a portion of the "old" collectivistic directions can, at present, affect the molding of individual qualities among Indian youth and may likewise clarify why all-inclusive classes are so conspicuous in our examination [95]. Fourth, we assumed own conditions that (future) pioneers would require at the working environment of smart industry, in light of a writing survey, information about close to home estimations, and Smart industry and encounters from business practice.

At last, our example included respondents from Gen Y and Z and viewed as homogeneous. The factual investigation, where we analyzed for conceivable contrasts between the two ages, uncovered a critical distinction for just a single variable, specifically, custom similarity, among eight components of qualities and authoritarian tendencies. The nonappearance of different contrasts, which might be normal [99], can be credited to the way that most respondents from Gen Z were conceived somewhere in the range of 1995 and 2000. and are in the supposed "transitional period," where their worth (just as their different recognitions) are fundamentally the same as, because of the little age length and the life span of individual qualities [64], just as the absence of time to develop enough to be generously not quite the same as past ages.

### *D. Future Research Directions*

This examination offers the accompanying future exploration bearings. To start with, the poor fit between the individual estimations of planned future pioneers and the prerequisites of the work environment of Smart industry calls for additional examination around there. Second, regardless of the concurrent idea of the younger age's qualities across social orders [115, 118, 124] significant contrasts in the individual attributes across various social rules [89] propose that it is advantageous to look at whether the example of the outcomes is substantial in other social settings. Third, Gen Y and Z are progressively turning into a current workforce and are pushing the account of future work. Consequently, studies ought to lead on the individual estimations of the pioneers from new-age

previously utilized in associations to upgrade the insights from flow research. Fourth, more examinations ought to be completed to all the more likely comprehend the working environment of Smart industry and to inspect the qualities related to it, to help pioneers in the work environment of smart industry. Fifth, our outcomes demonstrate that, in certain occurrences, current pioneers and supervisors show comparable unmistakable individual qualities to those of the forthcoming future pioneers from our examination [24, 35, 74], along these lines bringing up the issue of whether their conditions can bolster economic Smart industry operations later on. More investigations ought to, in this manner, additionally led on the individual estimations of the current chiefs that are utilized inside associations effectively under Smart industry change to check whether they have changed on account of the prerequisite of the new business condition. 6th, our discoveries likewise feature some discussion, since universalism esteems are significant among Gen Y and Z. At the same time, their effect on initiative tendency for working in Smart industry is negative, uncovering a poor fit between the estimations of future pioneers and the Smart industry working environment prerequisites. Be that as it may, the high significance of universalism esteems is a significant driver of the manageable turn of events. Like this, these debates ought to be tended to and explained in future exploration. At last, since, commonly, values need around ten years to change between ages, the next examination ought to likewise mull over recognizing Gen Y and Gen Z.

## VI. CONCLUSION

We found that imminent future pioneers from Gen Y and Z put self-upgrading qualities, protection, and receptiveness to change in the bleeding edge, which is general pioneer attributes. The multicultural, multidisciplinary, intelligent, open, and community future work environment of Smart industry requires, above anything, widespread, big-hearted, and, as a rule, self-amazing quality individual qualities. It shows a poor fit between the personal estimations of forthcoming future pioneers and the necessary estimations of the Smart industry work environment. Notwithstanding, the idea of each association is that it has its prerequisites as far as authority conduct, because of the diverse condition where it works; our insights along these lines fill in as a general manual for secure legitimate authoritative activities. These insights have critical ramifications concerning the hierarchical events in Smart industry. New ages are distinctive in light of their childhood and reflected in their qualities. Mainly on account of Gen Y and Z initiative, associations should use projects or techniques to build up their future chiefs, so they better fit with their objectives and points in Smart industry. Without a doubt, these undertakings may wind up being useful as, all in all, new ages are additionally open, generous, and generally arranged, which may likewise reflect in future pioneers.

## REFERENCES

- [1] Ahn, M.J.; Etnner, L.W. Are leadership values different across generations? A comparative leadership analysis of CEOs v. MBAs. *J. Manag. Dev.* 2014, 33, 977–990.
- [2] Ajzen, I. The Theory of Planned Behavior. *Organ. Behav. Hum. Decis. Process.* 1991, 50, 179–211.
- [3] Akers, K.L. Leading after the boom: Developing future leaders from a future leader's perspective. *J. Manag. Dev.* 2018, 37, 2–5.
- [4] Allport, G.W. *Pattern and Growth in Personality*; Rinehart & Winston: New York, NY, USA, 1961.
- [5] Almas Sabir (2019), "How to Manage the Economy Which Neglects To Assimilate The Jobless", *American International Journal of Business Management (AIJBM)* ISSN- 2379-106X, www.aijbm.com Volume 2, Issue 6 (June- 2019), PP 76-85
- [6] Almas Sabir (2019), "Comparison of Education Based on Genders- A Relevant Study", *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 2, No 4, November 2019, Page: 182-193 e-ISSN: 2615-3076 (Online), p-ISSN: 2615-1715 (Print), DOI: <https://doi.org/10.33258/birci.v2i4.585>
- [7] Almas Sabir (2019), "Organizations and Communication: A Review of Cultural Change with Change Model", *American International Journal of Business Management (AIJBM)* ISSN- 2379-106X, www.aijbm.com Volume 2, Issue 7 (July- 2019), PP-38-49
- [8] Almas Sabir (2019) "Why Companies Should Focus More on Achieving Happiness at Work", ISSN- 2379-106X, www.aijbm.com, *American International Journal of Business Management (AIJBM)* Volume 2, Issue 6 (June- 2019), PP 08-20
- [9] Almas Sabir (2020), "The Impact of Personality on Scholarly Performance in the Light of Intervening Job of Scholarly Motivation" *International Journal of Economics and Business Administration* Volume VIII, Issue 1, 2020, pp. 146-159

- [10] Almas Sabir(2020),”Endeavor Agility on Consumption Value through Affirming an Acceptable Degree of Utilization Esteem for New Items”, *International Journal of Economics and Business Administration*, Volume VIII, Issue 2, 2020, pp. 19-34
- [11] Almas Sabir, The Congruence Management -a Diagnostic Tool to Identify Problem Areas in a Company, *Journal of Political Science and International Relations*. Vol. 1, No. 2, 2018, pp. 34-38. doi: 10.11648/j.jpsir.20180102.11
- [12] Almas Sabir,” A Leader: One, Who Knows the Way, Goes the Way and Shows the Way”, *European Business & Management*. Vol. 3, No. 5, 2017, pp. 82-85. doi: 10.11648/j.ebm.20170305.12
- [13] Armitage, C.J.; Conner, M. Efficacy of the Theory of Planned Behaviour: A meta-analytic review. *Br. J. Soc. Psychol* 2001, 40, 471–799.
- [14] Baena, F.; Guarín, A.; Mora, J.; Sauza, J.; Retat, S. Learning Factory: The Path to Industry 4.0. *Procedia Manuf.* 2017, 9, 73–80.
- [15] Bagozzi, R.P.; Yi, Y.; Phillips, L.W. Assessing Construct Validity in Organizational Research. *Adm. Sci. Q.* 1991, 36, 421–458.
- [16] Bass, B.M.; Avolio, B.J. The implications of transactional and transformational leadership for individual, team, and organizational development. *Res. Organ. Chang. Dev.* 1990, 4, 231–272.
- [17] Bauer, W.; Hämmerle, M.; Schlund, S.; Vocke, C. Transforming to a Hyper-Connected Hyper-Connected Society and Economy—Towards an “Industry 4.0”. *Procedia Manuf.* 2015, 3, 417–424.
- [18] Beatty, B.R. *Feeling Like a Leader: The Emotions of Leadership*; ERIC: Ipswich, MA, USA, 1999.
- [19] Bonilla, S.H.; Silva, H.R.O.; da Silva, M.T.; Gonçalves, R.F.; Sacomano, J.B. Industry 4.0 and Sustainability Implications: A Scenario-Based Analysis of the Impacts and Challenges. *Sustainability* 2018, 10, 3740.
- [20] Bowles, M. *Capabilities for Leadership and Management in the Digital Age; Working Futures*; Melbourne, Australia, 2015.
- [21] Bressanelli, G.; Adrodegari, F.; Perona, M.; Saccani, N. Exploring How Usage-Focused Business Models Enable Circular Economy through Digital Technologies. *Sustainability* 2018, 10, 639.
- [22] Brettel, M.; Friederichsen, N.; Keller, M.; Rosen, M. How Virtualization, Decentralization and Network Building Change the Manufacturing Landscape: An Industry 4.0 Perspective. *Int. J. Mech. Ind. Sci. Eng.* 2014, 8, 37–44.
- [23] Brixner, C.; Isaak, P.; Mochi, S.; Ozono, M.; Suarez, D.; Yoguel, G. Back to the future. Is industry 4.0 a new techno-organizational paradigm? Implications for Latin American countries. *Econ. Innov. New Technol.* 2020.
- [24] Bruno, L.F.C.; Lay, E.G.E. Personal values and leadership effectiveness. *J. Bus. Res.* 2008, 61, 678–683.
- [25] Buzza, J. Are You Living to Work or Working to Live? What Millennials Want in the Workplace. *J. Hum. Resour. Manag. Labor Stud.* 2017, 5.
- [26] Byrne, B.M. *Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming*, 2nd ed.; Routledge/Taylor & Francis Group: New York, NY, USA, 2010.
- [27] Črešnar, R.; Nedelko, Z.; Jevšenak, S. Strategies and tools for knowledge management in innovation and the future industry. In *The Role of Knowledge Transfer in Open Innovation*; Almeida, H., Sequeira, B., Eds.; IGI Global: Hershey, PA, USA, 2019; pp. 179–202.
- [28] Carton, A.M.; Murphy, C.; Clark, J.R. A (Blurry) Vision of the Future: How Leader Rhetoric about Ultimate Goals Influences Performance. *Acad. Manag. J.* 2014, 57, 1544–1570.
- [29] Casey, W. Trust: The Critical Factor in Leadership. *Public Manag.* 2009, 38, 48–52.
- [30] Cha, S.E.; Edmondson, A.C. When values backfire: Leadership, attribution, and disenchantment in a values-driven organization. *Leadersh. Q.* 2006, 17, 57–78.
- [31] Couper, M.P. Web surveys: A review of issues and approaches. *Public Opin. Q.* 2000, 64, 464–494.
- [32] Črešnar, R.; Jevšenak, S. The Millennials’ Effect: How Can Their Personal Values Shape the Future Business Environment of Industry 4.0? *Naše Gospod. Our Econ.* 2019, 65, 57–65.
- [33] Dabic, M.; Potocan, V.; Nedelko, Z. Personal values supporting enterprises’ innovations in the creative economy. *J. Knowl. Econ.* 2016, 8, 1241–1261.
- [34] Deal, J.J.; Altman, D.G.; Rogelberg, S.G. Millennials at Work: What We Know and What We Need to Do (If Anything). *J. Bus. Psychol.* 2010, 25, 191–199.
- [35] Dinh, J.E.; Lord, R.G.; Gardner, W.L.; Meuser, J.D.; Liden, R.C.; Hu, J. Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *Leadersh. Q.* 2014, 25, 36–62.
- [36] DuBrin, A.J. *Leadership: Research Findings, Practice, and Skills*; Houghton Mifflin: Boston, MA, USA, 2001.
- [37] Dvir, T.; Eden, D.; Avolio, B.J.; Shamir, B. Impact of transformational leadership on follower development and performance: A field experiment. *Acad. Manag. J.* 2002, 45, 735–744.
- [38] Egri, C.P.; Herman, S. Leadership in the North American Environmental Sector: Values, Leadership Styles, and Contexts of Environmental Leaders and Their Organizations. *Acad. Manag. J.* 2000, 43, 571–604.
- [39] Egri, C.P.; Ralston, D.A. Generation Cohorts and Personal Values: A Comparison of China and the United States. *Organ. Sci.* 2004, 15, 210–220.

- [40] Eleftheriadis, R.J.; Myklebust, O. Industry 4.0 and Cyber Physical systems in a Norwegian industrial context. In *Advanced Manufacturing and Automation VII*; Wang, K., Wang, Y., Strandhagen, J.O., Yu, T., Eds.; Springer: Singapore, 2018; pp. 491–499.
- [41] Erol, S.; Jäger, A.; Hold, P.; Ott, K.; Sihh, W. Tangible Industry 4.0: A Scenario-Based Approach to Learning for the Future of Production. *Procedia CIRP* 2016, 54, 13–18.
- [42] Florea, L.; Cheung, Y.H.; Herndon, N.C. For All Good Reasons: Role of Values in Organizational Sustainability. *J. Bus. Ethics* 2013, 114, 393–408.
- [43] Frank, A.G.; Dalenogare, L.S.; Ayala, N.F. Industry 4.0 technologies: Implementation patterns in manufacturing companies. *Int. J. Prod. Econ.* 2019, 210, 15–26.
- [44] Fritzsche, D.J. Personal Values: Potential Keys to Ethical Decision Making. *J. Bus. Ethics* 1995, 14, 909–922.
- [45] Gao, Y. Business leaders' personal values, organisational culture and market orientation. *J. Strateg. Mark.* 2017, 25, 49–64.
- [46] García-Muñia, F.E.; Medina-Salgado, M.S.; Ferrari, A.M.; Cucchi, M. Sustainability Transition in Industry 4.0 and Smart Manufacturing with the Triple-Layered Business Model Canvas. *Sustainability* 2020, 12, 2364.
- [47] Gibson, J.W.; Greenwood, R.A.; Murphy, J.; Edward, F. Generational Differences in the Workplace: Personal Values, Behaviors, And Popular Beliefs. *J. Divers. Manag.* 2009, 4, 1–8.
- [48] Glass, N.; Walter, R. An Experience of Peer Mentoring with Student Nurses: Enhancement of Personal and Professional Growth. *J. Nurs. Educ.* 2000, 39, 155–160.
- [49] Glavas, A. Corporate social responsibility and organizational psychology: An integrative review. *Front. Psychol.* 2016, 7, 144.
- [50] Graf, M.M.; Quaquebeke, N.V.; Dick, R.V. Two Independent Value Orientations: Ideal and Counter-Ideal Leader Values and Their Impact on Followers' Respect for and Identification with Their Leaders. *J. Bus. Ethics* 2011, 104, 185–195.
- [51] Graybill, J.O. Millennials among the Professional Workforce in Academic Libraries: Their Perspective on Leadership. *J. Acad. Librariansh.* 2014, 40, 10–15.
- [52] Grijalva, E.; Harms, P.D.; Newman, D.A.; Gaddis, B.H.; Fraley, R.C. Narcissism and Leadership: A Meta-Analytic Review of Linear and Nonlinear Relationships. *Pers. Psychol.* 2015, 68, 1–47.
- [53] Griseri, P. *Managing Values*; Macmillan Press: London, UK, 1998.
- [54] Grojean, M.W.; Resick, C.J.; Dickson, M.W.; Smith, D.B. Leaders, Values, and Organizational Climate: Examining Leadership Strategies for Establishing an Organizational Climate Regarding Ethics. *J. Bus. Ethics* 2004, 55, 223–241.
- [55] Groves, K.S. Testing a Moderated Mediation Model of Transformational Leadership, Values, and Organization Change. *J. Leadersh. Organ. Stud.* 2020, 27, 35–48.
- [56] Grzybowska, K.; Anna, Ł. Key competencies for Industry 4.0. *Econ. Manag. Innov.* 2017, 1, 250–253.
- [57] Hambrick, D.C.; Mason, P.A. Upper echelons: The organization as a reflection of its top managers. *Acad. Manag. Rev.* 1984, 9, 193–206.
- [58] Hemingway, C.A. Personal Values as A Catalyst for Corporate Social Entrepreneurship. *J. Bus. Ethics* 2005, 60, 233–249.
- [59] Herold, G. *Leadership in the Fourth Industrial Revolution*; Stanton Chase: Dallas, TX, USA, 2016.
- [60] Hisrich Robert, D.; Bucar, B.; Oztark, S. A cross-cultural comparison of business ethics: Cases of Russia, Slovenia, Turkey, and United States. *Cross Cult. Manag. Int. J.* 2003, 10, 3–28.
- [61] Ho, R. *Handbook of Univariate and Multivariate Data Analysis and Interpretation with SPSS*; Chapman and Hall/CRC: New York, NY, USA, 2006.
- [62] Ingaldi, M.; Ulewicz, R. Problems with the Implementation of Industry 4.0 in Enterprises from the SME Sector. *Sustainability* 2020, 12, 217.
- [63] Kluckhohn, C. Values and value orientations in the theory of action. In *Toward a General Theory of Action*; Parsons, T., Shils, E.A., Eds.; Harper: New York, NY, USA, 1951; pp. 388–433.
- [64] Lam, W.; Lee, C.; Taylor, M.S.; Zhao, H.H. Does Proactive Personality Matter in Leadership Transitions? Effects of Proactive Personality on New Leader Identification and Responses to New Leaders and their Change Agendas. *Acad. Manag. J.* 2016, 64, 245–263.
- [65] Lau, P.Y.Y.; McLean, G.N.; Lien, B.Y.H.; Hsu, Y.C. Self-rated and peer-rated organizational citizenship behavior, affective commitment, and intention to leave in a Malaysian context. *Pers. Rev.* 2016, 45, 569–592.
- [66] Lee, J.; Bagheri, B.; Kao, H.-A. A Cyber-Physical Systems architecture for Industry 4.0-based manufacturing systems. *Manuf. Lett.* 2015, 3, 18–23.
- [67] Lester, M. *A Study of the Innovation, Creativity, and Leadership Skills Associated with the College-Level Millennial Generation*; ProQuest LLC: Ann Arbor, MI, USA, 2011.
- [68] Liang, B.; Spencer, R.; West, J.; Rappaport, N. Expanding the reach of youth mentoring: Partnering with youth for personal growth and social change. *J. Adolesc.* 2013, 36, 257–267.
- [69] Lindell, M.K.; Whitney, D.J. Accounting for common method variance in cross-sectional research designs. *J. Appl. Psychol.* 2001, 86, 114–121.
- [70] Liu, C.-M.; Lin, C.-P. Assessing the effects of responsible leadership and ethical conflict on behavioral intention. *Rev. Manag. Sci.* 2018, 12, 1003–1024.



- [71] Lord, R.G.; Brown, D.J.; Freiberg, S.J. Understanding the Dynamics of Leadership: The Role of Follower Self-Concepts in the Leader/Follower Relationship. *Organ. Behav. Hum. Decis. Process.* 1999, 78, 167–203.
- [72] Lusk, E.J.; Oliver, B.L. American managers' personal value system revisited. *Acad. Manag. J.* 1974, 17, 549–554.
- [73] Madsen, D.Ø. The Emergence and Rise of Industry 4.0 Viewed through the Lens of Management Fashion Theory. *Adm. Sci.* 2019, 9, 71.
- [74] Manfred, F.R.; Vries, K.D. Down the Rabbit Hole of Leadership: Leadership Pathology in Everyday Life; Palgrave Macmillan: Fontainebleau, France, 2019.
- [75] Marcus, J.; MacDonald, H.A.; Sulsky, L.M. Do Personal Values Influence the Propensity for Sustainability Actions? A Policy-Capturing Study. *J. Bus. Ethics* 2015, 127, 459–478.
- [76] Meriac, J.P.; Woehr, D.J.; Banister, C. Generational Differences in Work Ethic: An Examination of Measurement Equivalence across Three Cohorts. *J. Bus. Psychol.* 2010, 25, 315–324.
- [77] Metallo, C.; Agrifoglio, B.; Schiavone, F.; Mueller, J. Understanding business model in the Internet of Things industry. *Technol. Forecast. Soc. Chang.* 2018, 136, 298–306.
- [78] Metcalf, L.; Benn, S. Leadership for Sustainability: An Evolution of Leadership Ability. *J. Bus. Ethics* 2013, 112, 369–384.
- [79] Müller, J.M.; Kiel, D.; Voigt, K.-I. What Drives the Implementation of Industry 4.0? The Role of Opportunities and Challenges in the Context of Sustainability. *Sustainability* 2018, 10, 247.
- [80] Ng, E.S.; Parry, E. Multigenerational Research in Human Resource Management. In *Research in Personnel and Human Resources Management*; Buckley, M.R., Halbesleben, J.R.B., Wheeler, A.R., Eds.; Emerald Group Publishing: Bingley, UK, 2016; Volume 34, pp. 1–41.
- [81] Oliver, B.L. Comparing Corporate Managers' Personal Values over Three Decades, 1967–1995. *J. Bus. Ethics* 1999, 20, 147–161.
- [82] Oreg, S.; Berson, Y. Leaders' Impact on Organizational Change: Bridging Theoretical and Methodological Chasms. *Acad. Manag. Ann.* 2019, 13, 272–307.
- [83] Piccarozzi, M.; Aquilani, B.; Gatti, C. Industry 4.0 in Management Studies: A Systematic Literature Review. *Sustainability* 2018, 10, 3821.
- [84] Podsakoff, P.M.; MacKenzie, S.B.; Podsakoff, N.P. Sources of method bias in social science research and recommendations on how to control it. *Annu. Rev. Psychol.* 2012, 63, 539–569.
- [85] Posner, B.Z. Another Look at the Impact of Personal and Organizational Values Congruency. *J. Bus. Ethics* 2010, 97, 535–541.
- [86] Posner, B.Z. Values and the American Manager: A Three-Decade Perspective. *J. Bus. Ethics* 2010, 91, 457–465.
- [87] Potocan, V.; Nedelko, Z. A New Socio-economic Order: Evidence about Employees' Values' Influence on Corporate Social Responsibility. *Syst. Res. Behav. Sci.* 2015, 32, 230–239.
- [88] Prifti, L.; Knigge, M.; Kienegger, H.; Krcmar, H. A Competency Model for "Industrie 4.0" Employees. In *Proceedings of the 13. Internationalen Tagung Wirtschaftsinformatik*, St. Gallen, Switzerland, 12–15 February 2017; pp. 46–60.
- [89] Pyc, L.; Meltzer, D.; Liu, C. Ineffective leadership and employees' negative outcomes: The mediating effect of anxiety and depression. *Int. J. Stress Manag.* 2017, 24, 196–215.
- [90] Ralston, D.A.; Egri, C.P.; Reynaud, E.; Srinivasan, N.; Furrer, O.; Brock, D.; Alas, R.; Wangenheim, F.; Darder, F.L.; Kuo, C.; et al. A Twenty-First Century Assessment of Values across the Global Workforce. *J. Bus. Ethics* 2011, 104, 1–31.
- [91] Ralston, D.A.; Egri, C.P.; Naoumova, I.; Treviño, L.J.; Shimizu, K.; Li, Y. An empirical test of the trichotomy of values crossvergence theory. *Asia Pac. J. Manag.* 2020, 37, 65–90.
- [92] Ralston, D.A.E.A. Societal-Level Versus Individual-Level Predictions of Ethical Behavior: A 48-Society Study of Collectivism and Individualism. *J. Bus. Ethics* 2014, 122, 283–306.
- [93] Roblek, V.; Meško, M.; Krapež, A. A Complex View of Industry 4.0. *Sage Open* 2016, 6, 1–11.
- [94] Rokeach, M. *The Nature of Human Values*; The Free Press: New York, NY, USA, 1973.
- [95] Rokeach, M. *Understanding Human Values: Individual and Societal*; The Free Press: New York, NY, USA, 1979.
- [96] Rubin, R.S.; Munz, D.C.; Bommer, W.H. Leading from within: The Effects of Emotion Recognition and Personality on Transformational Leadership Behavior. *Acad. Manag. J.* 2005, 48, 845–858.
- [97] Sagiv, L.; Roccas, S.; Cieciuch, J.; Schwartz, S.H. Personal values in human life. *Nat. Hum. Behav.* 2017, 1, 630–639.
- [98] Sarros, J.C.; Santora, J.C. Leaders and values: A cross-cultural study. *Leadersh. Organ. Dev. J.* 2001, 22, 243–248.
- [99] Schenarts, P.J. Now Arriving: Surgical Trainees from Generation Z. *J. Surg. Educ.* 2020, 77, 246–253.
- [100] Schepker, D.J.; Nyberg, A.J.; Ulrich, M.D.; Wright, P.M. Planning for Future Leadership: Procedural Rationality, Formalized Succession Processes, and CEO Influence in CEO Succession Planning. *Acad. Manag. J.* 2018, 61, 523–552.
- [101] Schneider, P. Managerial challenges of Industry 4.0: An empirically backed research agenda for a nascent field. *Rev. Manag. Sci.* 2018, 12, 803–848.
- [102] Scholz, R.W.; Bartelsman, E.J.; Diefenbach, S.; Franke, L.; Grunwald, A.; Helbing, D.; Hill, R.; Hilty, L.; Höjer, M.; Klauser, S.; et al. Unintended Side Effects of the Digital

- Transition: European Scientists' Messages from a Proposition-Based Expert Round Table. Sustainability 2018, 10, 2001.
- [103] Schuh, G.; Anderl, R.; Gausemeier, J.; ten Hompel, M.; Wahlster, W. Industrie 4.0—Maturity Index. Managing the Digital Transformation of Companies (acatech STUDY); Schuh, G.A.R., Gausemeier, J., ten Hompel, M., Wahlster, W., Eds.; Herbert Utz Verlag: Munich, Germany, 2017.
- [104] Schwartz, S. An Overview of the Schwartz Theory of Basic Values. Online Read. Psychol. Cult. 2012, 2.
- [105] Schwartz, S.H. Are there universal aspects in the structure and contents of human-values? J. Soc. Issues 1994, 50, 19–45.
- [106] Schwartz, S.H. Universals in the content and structure of values—Theoretical advances and empirical tests in 20 countries. Adv. Exp. Soc. Psychol. 1992, 25, 1–65.
- [107] Schwartz, S.H. Value priorities and behavior: Applying a theory of integrated value. In The Psychology of Values: The Ontario Symposium; Seligman, C., Olson, J.M., Zanna, M.P., Eds.; Erlbaum: Hillsdale, NJ, USA, 1996; pp. 1–24.
- [108] Schwartz, S.H.; Cieciuch, J.; Vecchione, M.; Davidov, E.; Fischer, R.; Beierlein, C.; Ramos, A.; Verkasalo, M.; Lonnqvist, J.-E.; Demirutku, K.; et al. Refining the Theory of Basic Individual Values. J. Personal. Soc. Psychol. 2012, 103, 663–688.
- [109] Sessa, V.; Kabacoff, R.I.; Deal, J.; Brown, H. Generational Differences in Leader Values and Leadership Behaviors. Psychol. Manag. J. 2007, 10, 47–74.
- [110] Sosik, J.J. The role of personal values in the charismatic leadership of corporate managers: A model and preliminary field study. Leadersh. Q. 2005, 16, 221–244.
- [111] Spranger, E. Types of Men; Max Neimeyer Verlag: Halle, Germany, 1928.
- [112] Staffen, S.; Schoenwald, L. Leading in the Context of the Industrial Revolution: The Key Role of the Leader 4.0; Capgemini Group: Paris, France, 2016.
- [113] Stogdill, R.M. Handbook of Leadership; Free Press: New York, NY, USA, 1974.
- [114] Tan, B.L.B. Researching managerial values: A cross-cultural comparison. J. Bus. Res. 2002, 55, 815–821.
- [115] Twenge, J.M. A Review of the Empirical Evidence on Generational Differences in Work Attitudes. J. Bus. Psychol. 2010, 25, 201–210.
- [116] Weber, J. Discovering the Millennials' Personal Values Orientation: A Comparison to Two Managerial Populations. J. Bus. Ethics 2017, 143, 517–529.
- [117] Twenge, J.M. iGen; Simon & Schuster: New York, NY, USA, 2017.
- [118] Twenge, J.M.; Freeman, E.C.; Campbell, W.K. Generational Differences in Young Adults' Life Goals, Concern for Others, and Civic Orientation, 1966–2009. J. Personal. Soc. Psychol. 2012, 102, 1045–1162.
- [119] Waples, C.J.; Brachle, B.J. Recruiting millennials: Exploring the impact of CSR involvement and pay signaling on organizational attractiveness. Corp. Soc. Responsib. Environ. Manag. 2020, 27, 870–880.
- [120] Wilkesmann, M.; Wilkesmann, U. Industry 4.0-organizing routines or innovations? Vine J. Inf. Knowl. Manag. Syst. 2018, 48, 238–254.
- [121] Yammarino, F.J.; Dionne, S.D.; Uk Chun, J.; Dansereau, F. Leadership and levels of analysis: A state-of-the-science review. Leadersh. Q. 2005, 16, 879–919.
- [122] Yukl, G.; Lepsinger, R. Leading change: Adapting and innovating in an uncertain world. Leadersh. Act. Publ. Center Creat. Leadersh. 2006, 26, 3–7.
- [123] Yukl, G.A. Leadership in Organizations; Prentice Hall: Englewood Cliffs, NJ, USA, 2010.
- [124] Ng, E.S.W.; Schweitzer, L.; Lyons, S.T. New Generation, Great Expectations: A Field Study of the Millennial Generation. J. Bus. Psychol. 2010, 25, 281–292.
- [125] Zaccaro, S.J.; Klimoski, R.J. The Nature of Organizational Leadership: An Introduction. In The Nature of Organizational Leadership: Understanding the Performance Imperatives Confronting Today's Leaders; Zaccaro, S.J., Klimoski, R.J., Eds.; Jossey-Bass: San Francisco, CA, USA, 2001; pp. 3–41.
- [126] Zemke, R.; Raines, C.; Filipczak, B. Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace; AMACOM: New York, NY, USA, 1999.
- [127] Zhang, H.Z.; Qin, S.F.; Li, R.; Zou, Y.S.; Ding, G.F. Environment interaction model-driven smart products through-life design framework. Int. J. Comput. Integr. Manuf. 2020, 33, 360–376.
- [128] Zhang, Y.; Straub, C.; Kusyk, S. Making a life or making a living? Cross-cultural comparisons of business students' work and life values in Canada and France. Cross Cult. Manag. 2007, 14, 174–195.