

# Calbayog City: Filipino Leader's Business Wisdom and Management Insights for Guiding Aspiring Gen Z and Millennial Professional

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## ABSTRACT

This qualitative research explores the business wisdom and management insights of seasoned leaders in Calbayog City to guide aspiring Gen Z and Millennial professionals. The study addresses the evolving expectations and behaviors of these younger professionals, who prioritize flexibility, meaningful work, and work-life balance, necessitating changes in traditional management approaches. By interviewing established business leaders, the research identifies key themes including the integration of personal and corporate values, overcoming leadership challenges, nurturing talent and innovation, community engagement, and sustainable practices. The findings reveal that leaders in Calbayog City emphasize integrity, empathy, and transparent communication in their leadership styles. They implement strategies such as continuous monitoring, stakeholder involvement, and structured reinforcement programs to foster a values-driven culture. Additionally, these leaders engage in community development projects, support educational initiatives, and adopt eco-friendly practices to enhance operational efficiency and market positioning. The study concludes that the insights from these leaders can significantly enhance the leadership capabilities and management strategies of the next generation, ensuring sustained business growth, community involvement, and environmental responsibility.

**Keywords:** Calbayog City, business wisdom, management insights, Gen Z, Millennials, leadership, values-driven culture, community engagement, sustainable practices, qualitative research

## INTRODUCTION

The integration of Generation Z and Millennial professionals into the workforce is driving significant changes in workplace expectations and behaviors. Generation Z, known for their digital nativity and connectedness, demands flexibility, transparency, and meaningful work, which presents both opportunities and challenges for traditional business models (Racolța-Paina et al., 2021). These young professionals prioritize enjoyable and meaningful work, quality relationships with coworkers, and personal achievement, necessitating changes in management and recruitment strategies to meet their needs for internal satisfaction and growth opportunities (Kirchmayer & Fratričová, 2020). This generational shift challenges traditional workplace hierarchies, introducing new expectations for workplace culture and intergenerational communication, and requiring a reevaluation of business strategies (Gabriellova & Buchko, 2021; Badar & Lasthuizen, 2023).

The study aims to gather actionable insights from seasoned business leaders in Calbayog City to guide young professionals in areas such as values-driven leadership, navigating challenges, building innovative teams, community involvement, and sustainable business practices. Business wisdom from these leaders can provide a framework for value-driven leadership, emphasizing integrity, ethical practices, and fostering a culture of continuous learning and adaptability (Drucker, 2017; Kotter, 2012). Additionally, insights on managing creative teams, community involvement, and sustainable practices are essential for cultivating innovation, enhancing corporate reputation, and promoting long-term sustainability (Huang et al., 2022).

Leadership styles significantly influence business success by shaping organizational culture, enhancing employee motivation, and driving innovation (Alaqeel, 2022). Personal and corporate values play a crucial role in shaping business decisions, aligning individual actions with broader organizational goals, and reinforcing

cultural norms within organizations (Ertosun & Adiguzel, 2018). However, entrepreneurs face internal and external challenges, such as developing innovative ideas, raising capital, and navigating competition, which can impede their success (Fong et al., 2020). Building innovative teams, engaging in community involvement, and implementing sustainable practices are crucial for overcoming these challenges and fostering a culture of innovation (Van Wijk et al., 2019; Okanga, 2023).

Business leaders play a vital role in community development by supporting social innovation and entrepreneurship, contributing to societal welfare, and aligning corporate objectives with community needs (Grilo & Moreira, 2021). Implementing sustainable business practices is critical for enhancing long-term viability, increasing efficiency, reducing waste, and improving resource management (Huang et al., 2022).

This study seeks to explore how seasoned leaders in Calbayog City have adapted to the changing expectations of Millennials and Gen Z, providing future professionals with effective strategies for values-driven leadership, innovation, and sustainability. The research focuses on documenting how these leaders integrate personal and corporate values into their leadership styles, navigate challenges, foster innovation, engage with their communities, and implement sustainable practices. The findings aim to guide the next generation of professionals in their development, offering insights relevant to business leaders, aspiring professionals, and academic researchers.

## Research Questions

This study is driven by the research question of how can the experiences and insights of successful business leaders in Calbayog City be leveraged to enhance the leadership capabilities and management strategies of the next generation of professionals. Specifically, it aims to answer the following:

1. How do established leaders in Calbayog City integrate personal and corporate values into their leadership styles?
2. What are the major challenges faced by business leaders in Calbayog City, and what strategies have proven effective in overcoming these challenges while maintaining business growth and sustainability?
3. How do leaders in Calbayog City nurture talent and encourage innovation in their teams?
4. In what ways do Calbayog City's business leaders engage with their communities, and how does this involvement contribute to both business success and social welfare?
5. What sustainable practices are implemented by these leaders, and how do these practices impact the long-term viability and environmental responsibility of their businesses?
6. How can the leadership and management insights from seasoned leaders in Calbayog City be effectively communicated and implemented to meet the unique expectations and work styles of the Generation Z and Millennial professionals?

## METHODOLOGY

The research employed a case study method focusing on business leaders in Calbayog City, Samar. This approach was chosen for its ability to facilitate comprehensive and detailed investigations of complex issues within their real-world contexts. In business studies, this method was particularly valuable as it allowed for an exploration of the nuanced interactions and processes that shape leadership and management practices. The case study approach enabled an in-depth examination of how experienced leaders in Calbayog City adapted to and influenced the evolving expectations of the workforce, especially those of Gen Z and Millennial professionals. The insights gained provided practical leadership and management strategies that could inform future business practices.

The study applied two stages of sampling. The first stage involved selecting successful business leaders within Calbayog City using purposive sampling, a common technique in qualitative research that involves strategically

selecting samples based on specific criteria. The criteria ensured that the selected participants had significant engagement with the study's core themes: values-driven leadership, navigating challenges, building innovative teams, community involvement, and sustainable business practices.

The inclusion criteria for participants included business leaders who had been in their current leadership roles for at least five years, ensuring they had sufficient time to impact their organizations and observe the results of their leadership practices. Additionally, businesses that had shown consistent growth or stability in revenue over the last five years were included, indicating effective leadership and management. Recognition and awards for innovation, community service, or sustainability also served as criteria, providing external validation of their practices. Furthermore, leaders actively involved in community development projects or initiatives and those who had implemented sustainable practices within their business operations were considered for the study.

Exclusion criteria involved new leaders or businesses where individuals had been in their leadership roles for less than five years, as they may not have had enough impact or faced significant challenges. Businesses involved in legal disputes or ethical controversies were also excluded to avoid complicating the interpretation of leadership qualities and business success. Additionally, leaders with minimal or no involvement in community activities and businesses lacking documented sustainable practices and innovation were excluded to maintain the quality and verifiability of the study's data.

The second stage of sampling involved selecting respondents for the interviews using non-probability snowball sampling. This method, often used to locate and enlist individuals from hard-to-reach or obscure communities, built on connections from initial respondents to access additional participants. The study aimed to have at least ten respondents. An interview guide revolving around the study's core themes was used as the research instrument. Interviewees were asked to suggest other business leaders who met the set criteria and could provide further insights into effective leadership and management practices within the region.

All participants provided informed consent before the interviews to ensure ethical standards were upheld and that the study's objectives and procedures were clear. The consent process included a full description of the study's purpose, procedures, and the participants' right to withdraw at any time without consequences. Participants were informed about the handling of their data, including how it would be kept confidential and how their anonymity would be protected in the study's findings. In line with the Data Privacy Act of 2012, any identifying information was altered or removed from the study's documents and published results.

The interview data gathered was analyzed using thematic analysis, a method well-suited for identifying, analyzing, and reporting patterns within data. Qualitative data analysis software, such as QDA Miner or similar tools, facilitated the coding and categorization of textual data. This process involved coding the transcripts to identify recurring themes relevant to the study's core topics. The software's analytical tools assisted in the organization and interpretation of the data, enabling a comprehensive understanding of the leadership practices in the region.

## **RESULTS AND DISCUSSIONS**

### **Integration of Personal and Corporate Values in Leadership**

Table 1 shows the sub-themes uncovered for the theme “Integration of Personal and Corporate Values in Leadership” are (1a) Personal Core Value; (1b) Resolving Conflicts; and (1c) Communicating Values.

Table 1. Integration of Personal and Corporate Values in Leadership

<b>Respondents</b>	<b>Emergent Themes</b>	<b>Subtheme</b>	<b>Major Theme</b>
2, 3	Integrity in Business Practices	Personal Core Value	Integration of Personal and
1	Safety As Priority		

4	Honesty and Transparency		Corporate Values in Leadership
5	Empathy and Quality Service		
6	Respect and Fair Treatment		
1, 2, 3, 4	Open and Honest Communication	Resolving Conflicts	
1, 2, 3,	Exploring Alternative Solutions		
2, 3, 4	Encouraging Stakeholder Involvement		
5	Hard Work and Extra Service		
6	Respect for Corporate Goals	Communicating Values	
1, 2,5	Leading by Example		
1,2, 3, 4, 6	Regular Communication and Feedback		
2, 3	Structured Reinforcement Programs		

Personal Core Value encompassed integrity, safety, honesty, empathy, and respect. Leaders emphasized these values to align personal and corporate objectives effectively. For example, Respondent 2 stated, “I made the decision to stick with our current supplier... reflecting my personal commitment to integrity to not compromise the quality of our products and services.” Similarly, Respondent 1 highlighted the importance of safety: “One of my core personal values is Safety. I firmly implement safety in the workplace...”

Resolving Conflicts involved open and honest communication, exploring alternative solutions, and encouraging stakeholder involvement. Leaders used these strategies to maintain alignment between personal values and corporate goals. Respondent 2 mentioned, “I encourage everyone involved to express their perspective openly and honestly creating a safe space for discussion.” Additionally, Respondent 5 noted the role of hard work and extra service in conflict resolution: “I give extra mile but if there are conflicts, I communicate...”

Communicating Values was achieved through leading by example, regular communication and feedback, and structured reinforcement programs. Leaders demonstrated their values through actions and maintained ongoing dialogue to reinforce these values within their teams. Respondent 1 stated, “Demonstrating values through my own behavior sets a powerful example for the team to follow,” while Respondent 3 emphasized regular team discussions: “We hold regular team discussions about our company values and how they translate into everyday actions.”

Comparing these findings to existing literature, it is evident that the integration of personal and corporate values is a common trait among effective leaders globally. For instance, research has shown that leaders who emphasize integrity and honesty tend to build more trust and loyalty among their employees, resulting in higher levels of organizational commitment and performance (Saleem et al., 2020). Similarly, the focus on safety and empathy aligns with studies indicating that employee well-being and emotional intelligence are critical components of effective leadership, leading to more resilient and motivated teams (Dziuba et al., 2020). However, the emphasis on open communication and stakeholder involvement appears to be particularly pronounced among Calbayog City leaders, suggesting a culturally embedded approach to leadership that values community and collective input, which might be less emphasized in more individualistic cultures.

### Challenges of Business Leaders in Calbayog City

Table 2 shows the sub-themes uncovered for the theme “Challenges of Business Leaders” including (2a)

Challenge that Tested Leadership and Strategy Used; (2b) Strategies Implemented; and (2c) Pivoting Challenges.

Table 2. Challenges of Business Leaders in Calbayog City

Respondents	Emergent Theme	Subtheme	Major Theme
1, 4, 6	Effective Communication Management	Challenge that Tested Leadership and Strategy Used	Challenges of Business Leaders
2	Standardization and Quality Control		
3	Streamlining Operations		
5	Performance Management		
1, 2, 3	Regular Monitoring and Assessment	Strategies Implemented	
2, 3	Use of Key Performance Indicators (KPIs)		
4	Financial Performance Metrics		
5, 6	Stakeholder Satisfaction		
1, 3, 4, 5	Reflective Adjustment	Pivoting Challenges	
2, 5	Rapid Iteration		
4,6	Collaborative Problem Solving		
5, 6	Mentorship and Consultation		

Business leaders in Calbayog City face several challenges that test their leadership and strategic abilities, organized under three subthemes: Challenge that Tested Leadership and Strategy Used, Strategies Implemented, and Pivoting Challenges.

Challenge that Tested Leadership and Strategy Used included effective communication management, standardization and quality control, streamlining operations, and performance management. Leaders addressed these challenges by ensuring clear communication and maintaining high quality standards. For instance, Respondent 6 noted, “Communications issues are probably my number one stressor as a leader...” Respondent 2 discussed the importance of standardization: “Standardization of Workflows/Process... Quality Control Measures... Continuous Improvement.”

Strategies Implemented involved regular monitoring and assessment, the use of key performance indicators (KPIs), financial performance metrics, and a focus on stakeholder satisfaction. These strategies helped leaders evaluate the effectiveness of their actions. Respondent 1 mentioned, “With clear goals, I regularly assess the progress of the strategies I used,” and Respondent 5 emphasized stakeholder satisfaction: “If people are happy and there are no complaints... I believe the strategies I implement are effective.”

Pivoting Challenges required leaders to engage in reflective adjustment, rapid iteration, collaborative problem solving, and seek mentorship and consultation. These approaches enabled leaders to learn from failures, adapt quickly, and improve their strategies. For example, Respondent 3 explained, “When a strategy doesn't yield the desired results, we analyze the reasons for its failure...” and Respondent 5 added, “I readjust and ask for guidance from my mentors...”

Overall, effective communication management is consistently highlighted as a critical component of leadership, essential for aligning team efforts and achieving organizational goals (Matei, 2021). The emphasis on

standardization and quality control mirrors the global focus on maintaining consistent product and service standards, which is crucial for customer satisfaction and operational efficiency (Ahmed & Idris, 2020). Additionally, the use of KPIs and stakeholder satisfaction metrics is a common practice among successful leaders worldwide, underscoring the importance of data-driven decision-making and continuous performance evaluation (Midor et al., 2020).

### Nurturing Talent and Encouraging Innovation in Themes

Table 3 shows the sub-themes uncovered for the theme “Integration of Personal and Corporate Values in Leadership” are (3a) Initiatives Introduced to Foster Talent and Innovation; (3b) Handling Resistance to New Ideas; and (3b) Thriving of Members under Leadership

Table 3. Nurturing Talent and Encouraging Innovation in Teams

Respondents	Emergent Theme	Subtheme	Major Theme
1, 3, 5, 6	Development and Educational Opportunities	Initiatives Introduced to Foster Talent and Innovation	Nurturing Talent and Encouraging Innovation in Teams
2	Collaborative and Creative Spaces		
2,4	Recognition and Incentive Programs		
6	Support for Small Business		
1, 3, 4,6	Open Communication and Active Listening	Handling Resistance to New Ideas	
2	Structured Discussions		
3, 4,5	Collaborative Problem-Solving		
5, 6	Demonstration and Transparency		
1,4,6	Employee Empowerment and Autonomy	Success of Members under Leadership	
2,5	Career Advancement through Skill Development		
3,5	Innovation and Impact		
6	Recognition and Reward		

The research identified three key subthemes under the major theme of “Nurturing Talent and Encouraging Innovation in Teams”: Initiatives Introduced to Foster Talent and Innovation, Handling Resistance to New Ideas, and Success of Members under Leadership.

Initiatives Introduced to Foster Talent and Innovation included Development and Educational Opportunities, Collaborative and Creative Spaces, Recognition and Incentive Programs, and Support for Small Businesses. Business leaders in Calbayog City prioritize developing their teams by providing training, mentorship, and access to new technologies, as well as creating collaborative environments. For example, Respondent 3 highlighted, “We implemented a mentorship program where senior employees coach junior team members,” showcasing a commitment to fostering talent. Recognition programs also play a crucial role in motivating employees and driving innovation, as noted by Respondent 2: “We have incentive programs in our company that recognize the performance of our employees.”

Handling Resistance to New Ideas focused on Open Communication and Active Listening, Structured Discussions, Collaborative Problem-Solving, and Demonstration and Transparency. Leaders address resistance

by fostering open communication, encouraging structured discussions, and demonstrating the benefits of new ideas. Respondent 1 emphasized the importance of listening to concerns: “By having open communication and listening to their concerns with the new idea,” which helps build trust and acceptance within the team.

Success of Members under Leadership was supported by themes such as Employee Empowerment and Autonomy, Career Advancement through Skill Development, Innovation and Impact, and Recognition and Reward. Leaders empower employees by granting autonomy and providing opportunities for skill development, which fosters innovation and enhances team performance. Respondent 1 shared, “Some of my employees can handle certain projects on their own with minimal supervision,” highlighting the benefits of empowering team members to succeed and contribute to the organization’s growth.

Overall, the emphasis on development and educational opportunities is consistent with research that highlights the importance of continuous learning and skill enhancement in driving organizational innovation and employee satisfaction (Lee et al., 2020; Mlambo et al., 2021). Creating collaborative and creative spaces is also well-supported in the literature, as such environments foster teamwork, stimulate creativity, and enable the free exchange of ideas, which are critical for innovation (Avdikos & Merkel, 2020). Furthermore, recognition and incentive programs are widely recognized as powerful motivators that can significantly enhance employee engagement and performance (Lee et al., 2020).

### Engagement With Communities and Social Welfare

Table 4 shows the sub-themes uncovered for the theme “Engagement with Communities and Social Welfare” including (4a) Community Project and Its Impact; (4b) Balancing Business Interests with Community Needs; and (4c) Business Leaders in Community Development.

Table 4. Engagement With Communities and Social Welfare

Respondents	Emergent Theme	Subtheme	Major Theme
1,5	Infrastructure Development and Accessibility	Community Project and Its Impact	Engagement With Communities and Social Welfare
2, 4,5,6	Community Support and Engagement		
3,6	Educational Empowerment		
1,5	Proactive Engagement and Understanding	Balancing Business Interests with Community Needs	
2, 4,5,6	Ethical Practices and Community Integration		
3	Aligning Business Initiatives with Core Values		
1, 4	Resource Allocation and Influence	Business Leaders in Community Development	
2, 3, 6	Giving Back and Social Responsibility		
4, 5	Economic and Social Impact		
6	Promoting Livelihood and Skills Development		

Community Project and Its Impact included themes like Infrastructure Development and Accessibility, Community Support and Engagement, and Educational Empowerment. Business leaders in Calbayog City actively engage in projects that benefit the community, such as improving infrastructure and supporting education. Respondent 1 discussed their involvement in infrastructure projects: “I have been involved in the construction of pavement that connects several barangays,” which directly improves community access and well-being.

Balancing Business Interests with Community Needs focused on Proactive Engagement and Understanding, Ethical Practices and Community Integration, and Aligning Business Initiatives with Core Values. Leaders strive to balance their business goals with community needs by engaging proactively with the community and conducting business ethically. Respondent 1 emphasized the importance of understanding community concerns: “Community needs should be understood... Consistent transparency and communication about my business is one of my ways of balancing business with community needs,” ensuring that their business practices align with local priorities.

Business Leaders in Community Development addressed themes such as Resource Allocation and Influence, Giving Back and Social Responsibility, Economic and Social Impact, and Promoting Livelihood and Skills Development. Leaders play a vital role in community development by leveraging their resources and influence to promote economic growth and social welfare. Respondent 2 noted, “Leaders should use their resources to give back by solving some problems the government cannot solve alone,” emphasizing the responsibility of business leaders to contribute to community development and overall well-being.

Overall, these findings show that the approach of Calbayog City leaders aligns with the concept of corporate social responsibility (CSR) widely discussed in literature. Research highlights those businesses engaging in CSR activities, such as infrastructure development and educational initiatives, can enhance their reputation, build stronger community ties, and create a more sustainable operating environment (Lee et al., 2020). Moreover, proactive engagement and ethical practices resonate with the literature's emphasis on the importance of trust and transparency in fostering positive community relations (Bataineh, 2020). Aligning business initiatives with core values ensures that the efforts are genuine and not merely performative, a critical factor in achieving long-term social impact and community support (Bataineh, 2020; Siltaloppi et al., 2021).

### Implementation of Sustainable Practices and Impact

Table 5 shows the sub-themes uncovered for the theme “Implementation of Sustainable Practices and Impact” including (5a) Sustainable Practice Implemented and Most Proud of; (5b) Sustainable Practices on Business Operation and Costs; and (4c) Challenges in Implementing Sustainable Practices.

Table 5. Implementation of Sustainable Practices and Impact

Respondents	Emergent Theme	Subtheme	Major Theme
1,5	Resource Efficiency and Certification	Sustainable Practice Implemented and Most Proud of	Implementation of Sustainable Practices and Impact
2	Eco-Friendly Materials and Certifications		
3, 4,5,6	Waste Reduction and Recycling Initiatives		
1,5	Operational Efficiency and Process Improvement	Sustainable Practices on Business Operation and Costs	
2, 3	Market Positioning and Customer Perception		
4,6	Cost Reduction and Environmental Benefits		
1, 3,5	Overcoming Employee Resistance	Challenges in Implementing Sustainable Practices	
2, 4,6	Managing Initial Costs		
4,6	Need for Specialized Expertise		

Sustainable Practice Implemented and Most Proud of included Resource Efficiency and Certification, Eco-Friendly Materials and Certifications, and Waste Reduction and Recycling Initiatives. Business leaders in Calbayog City prioritize implementing sustainable practices that enhance resource efficiency, use eco-friendly



materials, and focus on waste reduction. For instance, Respondent 3 shared their pride in waste reduction programs: “We've minimized paper usage through digitization and implemented recycling initiatives.” These initiatives reflect a strong commitment to environmental sustainability and responsible business practices.

Sustainable Practices on Business Operation and Costs highlighted themes such as Operational Efficiency and Process Improvement, Market Positioning and Customer Perception, and Cost Reduction and Environmental Benefits. Leaders noted that sustainable practices not only improve operational efficiency but also positively impact market positioning by aligning with eco-conscious consumer values. Respondent 2 emphasized the role of sustainability in customer perception: “This pro-environment practice creates a positive impact on our sales because it provides guilt-free consumption to our customers.”

Challenges in Implementing Sustainable Practices included Overcoming Employee Resistance, Managing Initial Costs, and Need for Specialized Expertise. Leaders faced challenges such as employee resistance, high initial costs, and the need for specialized knowledge when implementing sustainable practices. Respondent 3 mentioned overcoming resistance through education: “We addressed this through employee education and training programs.” Additionally, some leaders highlighted the importance of managing costs and seeking expert advice to effectively implement sustainable practices.

These findings show that in terms of sustainable practices, business leaders in Calbayog City have implemented various initiatives such as resource efficiency, the use of eco-friendly materials, and waste reduction and recycling programs. These efforts have not only enhanced operational efficiency and reduced costs but also improved market positioning and provided significant environmental benefits. For example, practices like segregating waste and using biodegradable materials demonstrate a commitment to sustainability that resonates with environmentally conscious consumers, thereby enhancing the company's reputation and competitive advantage. These actions align with findings in the literature that suggest sustainability initiatives can lead to increased consumer loyalty and market differentiation (Barbosa et al., 2020).

### Leadership Insights for Gen Z And Millennial Professionals

Table 6 shows the sub-themes uncovered for the theme “Leadership Insights for Gen Z And Millennial Professionals” including (6a) Leadership Style to Connect with Younger Professionals; (5b) Managing and Communicating with Gen Z and Millennials; and (5c) Feedback from Younger Employees about Management Style and Response

Table 6. Leadership Insights for Gen Z And Millennial Professionals

Respondents	Emergent Theme	Subtheme	Major Theme
1,5	Authenticity and Professional Development	Leadership Style to Connect with Younger Professionals	Leadership Insights for Gen Z And Millennial Professionals
2,6	Flexibility and Inclusivity of Ideas		
3,4	Collaborative Leadership and Empathy		
1	Embracing Social Media and Emerging Platforms	Managing and Communicating with Gen Z and Millennials	
3, 4	Integration of Specialized Digital Tools		
2	Continuous Learning and Curiosity about New Technologies		
1,4,5	Clarity and Openness to Suggestions	Feedback from Younger Employees about Management Style and Response	
2,6	Relatability and Understanding		
3	Continuous Feedback and Adaptation		

Leadership Style to Connect with Younger Professionals involved themes such as Authenticity and Professional Development, Flexibility and Inclusivity of Ideas, and Collaborative Leadership and Empathy. Business leaders in Calbayog City adapt their leadership styles to connect with younger professionals by being authentic, flexible, and empathetic. Respondent 1 emphasized the importance of authenticity: “Be authentic and transparent in your leadership approach and always lead by example.”

Managing and Communicating with Gen Z and Millennials focused on Embracing Social Media and Emerging Platforms, Integration of Specialized Digital Tools, and Continuous Learning and Curiosity about New Technologies. Leaders utilize modern technology and digital tools to effectively manage and communicate with younger generations, ensuring that they stay connected and engaged. Respondent 1 highlighted the importance of social media: “By using social media platforms since millennials are highly active on social media.”

Feedback from Younger Employees about Management Style and Response included Clarity and Openness to Suggestions, Relatability and Understanding, and Continuous Feedback and Adaptation. Leaders prioritize transparent communication, fostering relatable relationships, and consistently seeking feedback to align their management style with the expectations of younger employees. Respondent 3 noted the value of continuous feedback: “I actively seek feedback from younger employees through surveys and one-on-one meetings.” This approach ensures that management practices remain relevant and effective in engaging younger team members.

In essence, leadership and management insights from seasoned leaders are effectively communicated to meet the expectations and work styles of Generation Z and Millennial professionals through authenticity, professional development, flexibility, inclusivity of ideas, collaborative leadership, and empathy. Embracing social media, integrating specialized digital tools, and continuous learning about new technologies are critical for managing and communicating with younger generations. Leaders also prioritize clarity, openness to suggestions, relatability, and continuous feedback to align their management styles with the needs of younger employees. Instressing authenticity, professional development, flexibility, and inclusiveness of ideas, leadership and management insights from seasoned executives in Calbayog City are customized to fit the expectations and work styles of Millennial and Generation Z workers. These managers take a cooperative approach, encouraging candid dialogue and showing empathy to create a climate in which less experienced staff members feel appreciated and understood. This strategy is consistent with research showing how crucial honest and sympathetic leadership is to engaging Millennial and Gen Z workers (Gabrielova & Buchko, 2021). Trust and loyalty are essential for keeping younger talent, and they may be developed by leaders who lead genuinely and encourage professional growth.

Moreover, these leaders efficiently communicate with younger generations, who are very tech-savvy and appreciate digital connection, by using social media and specialized digital tools. Project management systems, communication tools, and ongoing technology education help executives remain current and connected. This is congruent with studies that highlight the need of digital technologies in improving younger workers' productivity, cooperation, and communication (Hecker et al., 2021). Leaders may more closely match their management methods with the preferences of Gen Z and Millennials, who value flexibility, speed, and innovation, by keeping up with technology developments and being receptive to new digital platforms. In leveraging these experiences and insights, the next generation of professionals in Calbayog City can enhance their leadership capabilities and management strategies, ensuring sustained business growth, community engagement, and environmental responsibility.

## CONCLUSIONS

Anchored in the study's findings, it is concluded that Calbayog City business leaders' leadership styles—which stress the integration of personal and corporate values, effective communication, talent development, community involvement, and sustainable practices—can provide a strong foundation for the upcoming generation of professionals. Emerging leaders who use these strategies may improve their leadership skills, promote creativity, promote corporate expansion, and preserve good community connections. Furthermore, making good use of digital technologies and emphasizing sustainability guarantee long-term corporate success and social responsibility by meeting the changing expectations of younger generations and enhancing operational efficiency and market positioning.

To leverage the experiences and insights of successful business leaders in Calbayog City, it is recommended that emerging leaders prioritize the integration of personal and corporate values into their leadership styles. They should adopt transparent communication and inclusive dialogue to resolve conflicts, explore alternative solutions, and involve stakeholders in decision-making. Regular communication and feedback, coupled with structured reinforcement programs, can help instill and reinforce these values within their teams.

In addressing the major challenges faced by business leaders, future leaders should focus on implementing strategies such as regular monitoring and assessment, the use of key performance indicators (KPIs), and stakeholder satisfaction metrics. They should be prepared to engage in reflective adjustment, rapid iteration, collaborative problem-solving, and seek mentorship and consultation when encountering failed strategies.

To nurture talent and encourage innovation, it is essential for leaders to provide development and educational opportunities, create collaborative and creative spaces, and implement recognition and incentive programs. Supporting small businesses, promoting open communication, and actively listening to team members can help handle resistance to new ideas. Empowering employees, fostering career advancement through skill development, encouraging innovation, and recognizing achievements are key practices that should be maintained.

Engaging with communities and social welfare should remain a priority. Business leaders should balance business interests with community needs through proactive engagement, understanding, ethical practices, and aligning business initiatives with core values. This involvement not only contributes to business success but also demonstrates the significant role of business leaders in community development.

For future studies, it would be beneficial to explore the specific impacts of digital tools and social media on leadership effectiveness and employee engagement. Additionally, examining the long-term outcomes of sustainability initiatives on both business performance and environmental health could provide further insights into best practices for integrating sustainable practices in different organizational contexts.

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## Conflict of Interest

The author declares no conflict of interest regarding the publication of this paper. All research was conducted independently, with no financial or personal relationships influencing the study's outcomes.

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