The Role of Generation Alpha in Building a Strong Organizational Culture

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Chapter 4
The Role of Leadership and Generation Alpha in the Development of a Collaborative Culture

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ABSTRACT

The sustainable success of institutions can only be achieved not solely through strategic planning and technological investments, but also by establishing a strong culture of collaboration among employees. Generation Alpha, as the first generation to grow up fully immersed in technology, prefers horizontal communication, rapid feedback, and interaction-based work models in the workplace. In this context, leadership practices shaped in line with the values of Generation Alpha strengthen not only employee engagement but also organizational innovation and adaptability. This section discusses the concept of culture, the importance of collaboration for culture, the importance of accurate information sharing, the concept of leadership, characteristics of leaders, what leaders should do to foster information sharing and a collaborative work culture, how they should implement the strategies they develop, the concept of Generation Alpha, and the role of the Alpha concept in the development of a collaborative culture.

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INTRODUCTION

In the face of modern business life's competitive conditions and the globalizing economic environment, enterprises must develop and implement optimal strategies to survive and ensure sustainability. Strategic thinking protects the enterprise from threats and enables the development of plans and precautions against potential crisis situations arising in internal and external environments. Strategically minded leaders are influenced by the changes brought about by globalization, competition, and the new economy. For the success of businesses, leaders must implement their strategies accurately and effectively. In order to succeed in complex and constantly evolving environments, leaders must move beyond traditional approaches and embrace new strategies and competencies. Leaders, in particular, must possess the ability to build and sustain an inclusive culture across work groups, institutional systems, and broader communities. Adapting to change, maintaining competitive strength, and achieving long-term success make the development of leadership skills inevitable.

This chapter addresses the role of leadership in the development of a collaborative culture within contemporary organizational structures, alongside the emerging influence of Generation Alpha as digital natives. The interaction between leadership and the expectations and characteristics of Generation Alpha in the business world is analyzed, with a focus on leadership strategies that support the development of collaborative culture in the digital age. Furthermore, the chapter explores how leaders can construct a sustainable institutional vision through inclusive approaches within a multigenerational workforce.

This study is designed as a comprehensive literature review focusing on the role of leadership and Generation Alpha in the development of a collaborative culture. To ensure the reliability and validity of the review, several academic databases were utilized, including Scopus, Web of Science, ProQuest, and Google Scholar. The search was conducted using a combination of keywords such as "leadership," "collaborative culture," "knowledge sharing," "digital competencies," "Generation Alpha," and "workplace culture." The review primarily covered publications from 2010 to 2024, since recent studies provide more relevant insights into digitalization, new generational dynamics, and leadership practices.

This chapter addresses the role of leadership in the development of a collaborative culture within contemporary organizational structures, alongside the emerging influence of Generation Alpha as digital natives. The interaction between leadership and the expectations and characteristics of Generation Alpha in the business world is analyzed, with a focus on leadership strategies that support the development of collaborative culture in the digital age. Furthermore, the chapter explores how leaders can construct a sustainable institutional vision through inclusive approaches within a multigenerational workforce. In this section, the subject headings are the importance of cooperation for culture, the importance of accurate information sharing for culture, the concept of leadership, qualities of leaders, what leaders must do to foster knowledge sharing and a collaborative work culture, implementation of developed strategies and their impact on business success, the concept of generation alpha, the impact of generation alpha's digital competencies on workplace culture, the role of generation alpha in the development of collaborative culture.

THE IMPORTANCE OF COOPERATION FOR CULTURE

Businesses are considered either as structures that produce culture or as cultures themselves. Every society possesses a unique culture (Thompson, 1976). Organizations, composed of individuals who carry the characteristics of the society and culture in which they exist, are diverse and varied. An organization consists of individuals brought together to achieve a specific purpose. These individuals bring with them their own personalities and social motivations (James and Herbert, 1958).

Starting from the 1980s, the business literature began to use culture as a metaphor, with Business Week publishing a cover story on corporate culture in the summer of 1980, thus institutionalizing the practice (Peters and Waterman, 1987, p. 161). The influence and guidance of employees in businesses are primarily ensured through their formal structure and culture. Structural characteristics arise from organizational activities and are reflected in authority and responsibility relations, departments, and tasks. Organizational culture, however, originates from society, the activities of the business, and its members. It manifests itself in the form of rules, traditions, values, habits, and attitudes that are adhered to across the entire organization.

Collaboration is an important factor for cultural development and social harmony. According to Dougherty and Larson (2010, p. 19), collaboration is defined as a partnership of decision-making based on a goal, shared authority, power, knowledge and expertise, and is defined as an interpersonal relationship between colleagues. Laudon and Laudon (2011) define collaboration as working with others to achieve common and clear goals. Henneman (1995, p. 358) describes collaboration as a concept consisting of non-hierarchical relationships, expertise or shared power and authority, where knowledge is involved. Collaboration is a process in which two or more parties share resources and skills to solve problems and jointly achieve one or more goals (Boughzala and De Vreede, 2015, p. 133). Collaboration is a complex process that requires effective communication, individual sensitivity, and shared responsibility for caring for patients (Shohani et al., 2017, p. 213). Cooperation between different individuals and groups allows for the enrichment of cultural diversity and the sharing of social values. Cultural cooperation strengthens cultural communication by enabling individuals to have a common understanding (Tajfel and Turner, 1986, p. 64). Cultural interaction between societies allows various traditions, beliefs and norms to come together and form a new cultural synthesis.

The importance of cooperation for culture is especially evident in intercultural dialogues. Cultural differences can be better understood, and common ground can be found through cooperation. This process contributes to the establishment of social harmony and peace (Putnam, 2007, p. 88). In communities where different cultures live together, cooperation helps individuals overcome their prejudices against each other and establish stronger social ties. In places where there is cultural diversity, cooperation produces joint solutions necessary to overcome difficulties. In addition, activities carried out in cooperation have a positive effect on the performance of employees (Viswesvaran and Oneş, 2000, p. 216). The performance increase of employees provides the performance increase of the business or organization. This situation is of great importance for businesses to gain an advantage over their competitors. In order for businesses to achieve competitive advantage and organizational performance goals, they need to cooperate successfully not only within the organization but also with their business partners. Collaboration has become one of the most important components of organizational life and business processes. Since it is not possible for business employees to create business value on their own, they need to work together. Only when these joint efforts are successful can businesses achieve efficiency and profitability (Boughzala and De Vreede, 2015).

Moreover, cooperation enables the preservation of cultural heritage. The sharing of knowledge and the implementation of joint projects between communities play a crucial role in the transmission of cultural elements to future generations (Bourdieu, 1991, p. 103). Cooperation in the preservation of cultural heritage allows societies to work together toward a common goal at both local and global levels. In conclusion, cooperation enriches cultural diversity, ensures social cohesion, and supports the preservation of cultural heritage. The power of cooperation in intercultural interaction and social development is undeniable.

THE IMPORTANCE OF ACCURATE INFORMATION SHARING FOR CULTURE

Before talking about sharing correct information, it is useful to explain information. According to Awad and Ghaziri (2004, p. 33), information is an understanding gained through experience or study. At the same time, it is an accumulation of facts or a rule. In a knowledge-based economy, information is the basic form of competitive ability and growth for companies and nations (Lin, 2007). It is possible to examine information in two groups according to its source: explicit information and implicit information.

What matters in a culture is not merely the act of sharing information, but the accuracy and reliability of that information. The dissemination of incorrect information necessitates the management of the entire process from the beginning, leading to both time and cost inefficiencies. Therefore, the sharing of accurate information ensures that processes within a culture are managed effectively, thereby facilitating the achievement of objectives and targets. Accurate information sharing is also a critical component of business success. For organizations to attain sustainable success in dynamic and competitive environments, effective information management and the flow of accurate information are essential.

Explicit knowledge is a meaningful set of information brought together in clear language, including numbers and diagrams (Nonaka et al., 2002). Explicit knowledge is the knowledge organized in books, documents, reports, memos and training courses. Explicit knowledge can be transmitted and organized more quickly than tacit knowledge because explicit knowledge is knowledge obtained directly from experience. This information may be expressed in the form of words, numbers, data, scientific formulas, records or products; it can be transmitted to people formally and systematically (Awad and Ghaziri, 2004, p. 46). Explicit knowledge sharing is perceived as the sharing of a cheaper (i.e. less expensive) resource, which in turn affects tacit knowledge sharing, which is the sharing of a more expensive resource (Reychav and Weisberg, 2010, p. 289). knowledge sharing constitutes almost all forms of knowledge sharing in institutionalized organizations. Open knowledge sharing practices are more common in organizations because they are easily obtained, codified and communicated. Management mechanisms such as procedures, official language, guidelines, and information technology systems increase employees' desire for open knowledge sharing (Wang and Wang, 2012, p. 8900).

Implicit knowledge involves deep-rooted mental models, beliefs, and perspectives, and is therefore not easy to express explicitly (Nonaka, 1994). Implicit knowledge is automatic. It is used without thinking or requires little time for thinking (Smith, 2001, p. 314). Implicit knowledge sharing is a type of sharing that is non-verbal, that is, intuitive. Implicit knowledge sharing is embedded in social relationships and behaviors (Becerra et al., 2008, p. 693). Tacit knowledge sharing usually requires closeness between the sender and receiver (Roberts, 2000, p. 434).

Amin and Cohendet (2004, p. 3) divided knowledge into five categories according to the way it is learned in the organization: The first is intelligent knowledge. This knowledge consists of the skills of employees and describes the learning potential. The second is embodied knowledge and represents practical thinking and learning by doing. It plays a role in the performance of experts, the status of employees and training. The third is cultural knowledge and this knowledge is the knowledge in the socialization stages, in sharing, in language and in the stories told in the organization. The fourth knowledge is established knowledge. It is the knowledge used in routine processes and technologies. The fifth knowledge category is coded knowledge. This knowledge is hidden in signs and symbols, shown in books and manuals.

For businesses to continue their work in line with their goals, they need to have control over information. The process of having control over information is a logical process in which an expert is collaborated with to transform the developed information into a coded program. This process includes three important steps (Lindgren et al., 2002, p. 6):

- The expert uses an appropriate tool to elicit information.
- Interpreting information and understanding the expert's logical thought process and underlying knowledge
- The expert uses his interpretive power to develop rules that illustrate his thinking, processes, or solutions.

In a culture, what is important is not the sharing of information but the accuracy and reliability of that information. Because the dissemination of incorrect information requires the entire process to be managed from the beginning, which will cause a loss of time and cost. For this reason, sharing accurate information will ensure that the process is managed well in a culture, and thus, goals and objectives can be easily achieved. Accurate information sharing is also a critical element for the success of businesses. The ability of businesses to achieve sustainable success in dynamic and competitive environments depends on effective information management and accurate information flow. Information sharing is a team behavior that allows the exchange of acquired experience and knowledge between different units of the business for current and future interests (Chow and Chan, 2008, p. 458; Lin 2008, p. 1508). According to Huber (1991, p. 88), information sharing is a process in which the sharing and exchange of information and knowledge obtained from various sources is created. Connelly and Kelloway (2001, p. 294-301) defined knowledge sharing as a team effort consisting of the exchange of information and the actions of helping others. Knowledge sharing is sensing the need for information, creating systematic and technical infrastructure, and making it accessible to other individuals who need information (Seonghee & Boryung, 2008, p. 282).

Knowledge sharing is important because the knowledge possessed by individuals and organizations is brought to an organizational level and transformed into a much more economic and competitive value for the organization (Hendriks, 1999). According to Lee (2001, p. 324), knowledge sharing is defined as the activity of transferring or disseminating knowledge from an individual to a group or from one organization to another. According to Bartol and Srivastava (2002, p. 65), knowledge sharing is the sharing of organizational knowledge by employees with other employees in the organization. According to Ipe (2003, p. 341), it is the process of transforming the knowledge possessed by one person into a form that can be understood, assimilated and used by other individuals. Hendriks (1999) defines it as the possession of knowledge by at least two individuals or groups and the acquisition of this knowledge by the other. Yang (2007, p. 84) defined it as a phenomenon that occurs because of an individual's willingness to help others as well as their willingness to learn new things from others to improve their skills. Knowledge sharing involves employees wanting to communicate with their colleagues on an ongoing basis and actively consulting them to learn from them.

The knowledge sharing process is explained as the production of new knowledge by employees because of mutual exchange of information (Lin, 2007, p. 318). The knowledge sharing process has been named knowledge donating and knowledge collecting. The knowledge sharing process refers to the way employees share their work-related experiences, expertise, technical knowledge and contextual information with other employees. The knowledge sharing process includes employees' willingness to actively communicate with other employees (knowledge sharing) and actively consult with colleagues to learn (knowledge gathering) (Van den Hooff and Van Weenen, 2004, p. 117; Lin, 2007, p. 317).

Knowledge sharing in organizations is a complex process driven by power equations within the organization. Because knowledge sharing is dependent on the social relations between individuals in terms of sharing and using the knowledge, along with its valuable nature. Knowledge is mostly shared through informal channels, and the knowledge sharing process mostly depends on the culture of the work environment (Ipe, 2003, p. 355). Gurteen (1999, p. 3) stated that knowledge sharing is a synergistic, i.e. collaborative, process, and that a person's dialogue with others allows the individual to benefit from new ideas. He also stated that it allows the individual to develop his or her ideas. Benefiting from knowledge is only possible when people share the knowledge they have acquired with each other. In this context, the ability of an organization to effectively benefit from knowledge depends on the employees who produce, use, and share knowledge (Ipe, 2003, p. 341). In addition, there are persistent barriers to learning that prevent the exchange and communication of confidential information between management and employees in work environments (Argyris and Schon, 1978). Knowledge sharing in organizations is affected by the extent to which managers and employees will share information, their level of commitment to the organization, and their perceptions of mutual trust in working relationships (MacNeil, 2003, p. 303).

Knowledge sharing is affected by individuals or businesses. Factors affecting knowledge sharing include organizational culture (Vaas, 1999), organizational communication (Işık, 2002), information technologies (Odyakmaz, 2000), motivation

[illegible]

audience. Therefore, ensuring the correct information flow increases the effectiveness of business processes (Davenport and Prusak, 1998). Secondly, according to Nonaka & Takeuchi (1995), correct information sharing plays an important role in managing customer relationships. Customer satisfaction is the key to the long-term success of businesses. If customer feedback, complaints and demands are not shared correctly, results such as customer loss and low satisfaction may occur. In order for businesses to maintain customer relationships, customer data must be managed correctly and shared between relevant units. This sharing allows for the improvement of customer experience.

Grant (2010) stated that another important issue is strategic decision-making processes. In businesses, accurate and up-to-date information enables managers to make accurate strategic decisions. When market conditions, competitive analyses and internal operational data are not collected and shared correctly, businesses may deviate in the wrong direction. Business strategies should be created in light of accurate data. Therefore, information sharing is necessary not only for daily operational activities but also for long-term planning and strategy development processes. Finally, accurate information sharing is important in terms of innovation and competitive advantage. Businesses need accurate information to be able to develop innovative products and be one step ahead of the competition in the sector. Information sharing among employees enables new ideas to emerge and creative solutions to be produced. In addition, accurate information sharing enables businesses to compete effectively in global markets (Teece, 2007).

The existence of accurate information alone is not sufficient for success in businesses, but its effective use is also necessary. The effective use of information is achieved through information management. Knowledge sharing, one of the factors of knowledge management, includes all activities performed to easily access, transfer and move knowledge between businesses, teams or people (Kalling and Styhre, 2003). Knowledge management is becoming a part of the management principles of companies and companies accept knowledge culture as one of their basic principles (Miklosik et al., 2019, p. 172). The authors emphasize that knowledge culture is an organizational lifestyle. This lifestyle refers to an organizational environment that allows the creation, sharing, use and utilization of knowledge for the permanent success of the organization and motivates employees to do so (Travica, 2013, p. 86). Knowledge culture not only provides the necessary environment for effective knowledge sharing and management but also helps determine which knowledge is worth managing and useful. It develops the social networks necessary for the use of knowledge, contributes to the training of human resources and creates the necessary processes and routines for the management of knowledge (production, sharing, use). However, the culture established in the organization does not immediately turn into a knowledge culture. This will only be established over time, when organizational values regarding knowledge management are introduced to employees (Girdauskienė and Savanevičienė, 2007, p. 36). In this context, the values that constitute knowledge culture are gaining importance for organizations.

If the correct knowledge sharing part is to be summarized, knowledge management must be done effectively and efficiently. Because knowledge management is the ability to obtain knowledge from different sources and to share common understanding. Knowledge management is closely related to organizational learning. Businesses that apply knowledge management expand their capacity to create the results they really want, acquire new and enthusiastic ways of thinking and know how to learn together.

THE CONCEPT OF LEADERSHIP

Leadership is a concept whose origins date back to ancient times in the historical process, yet it still retains its relevance today. As long as humankind continues to live in groups, the importance of the concept of leadership will persist (İmadoğlu, 2022, p. 27). According to Bass & Paul (1985), leadership is the process of influencing group activities towards the achievement of group goals. Leadership is defined as the process of helping individuals achieve common goals under certain conditions, transferring experience, and influencing others (Werner, 1993, p. 17). Hersey (1996) explained leadership as ensuring that group members willingly and voluntarily make an effort and work so that groups can achieve their goals. Leadership refers to having the capacity to manage individuals for certain purposes. Leaders are seen as mysterious and impressive individuals who lead organizations to success (McShane and Von Glinow, 2009). Leadership is the process of influencing people to achieve determined goals, guiding them and determining their needs and carrying out the necessary activities. It is the process of influencing people, guiding them, identifying their needs, and carrying out the necessary activities to achieve predetermined goals (Ferrell and Fraedrich, 1994, p. 138). Another definition describes leadership as the ability to influence people to work willingly and with an openness to learning within the framework of predetermined goals aimed at achieving the best outcomes (Hunter, 2004, p. 31). In yet another definition, leadership is considered an internal institutional behavior within the context of relationships between two or more people for the realization of common goals and objectives under predetermined conditions (Kocher et al., 2009, p. 1). Leaders are not necessarily those who hold power over others, but rather those who can influence and guide them toward shared objectives (Ekşi, 2024, p. 105). Leaders are valuable for businesses. The way to understand the values of the leader is to think about the leader's vision. The leader's vision should show where we want to go, why the point we want to reach is good and what the right way is to get there (Hoffman et al., 2001, p. 613-617).

Leadership plays a critical role in the success of businesses and organizations. There are three main reasons for this. The first is its impact on organizational success. In other words, the success or failure of the institution is related to the leadership style exhibited by the people at the top. The second is that the organization has a mission that provides confidence and presents goals to its employees. The third is that the organization has a solid structure (Bennis, 2003). Leadership plays a critical role in the success of businesses and organizations. Effective leadership not only ensures the attainment of organizational goals but also contributes to strengthening organizational culture by enhancing employee motivation. The functions of leaders such as setting a vision, making decisions, and building teams directly affect the overall success of the organization (Northouse, 2018, p. 56). In other words, an effective leader clarifies organizational goals and motivates and directs employees to take action in this direction (Younis et al., 2022, p. 64).

Leadership is a fundamental factor in guiding employees towards their goals and ensuring cohesion within the group. One of the most important aspects of leadership is the ability to build strong relationships with employees. An advanced leader understands the needs of employees, inspires them, and encourages them to perform at higher levels. The abilities of managers to show empathy and build trust lead to increased employee commitment and thus enhance organizational loyalty (Goleman, 1995, p. 120). When employees share the values and vision of their leaders, they become more willing to contribute to the achievement of organizational goals. Effective leadership also involves strategic thinking and decision-making skills. Leaders must be able to accurately analyze the internal and external environment of the organization and develop long-term strategies based on these analyses (Bass, 1990, p. 34).

The ability of leaders to adapt quickly to environmental changes and manage risks is one of the key factors that determine the competitive advantage of organizations. Bass and Stogdill (1990, p. 12) emphasized that leadership is a talent, and that influencing and motivating people has an important effect on the leader's vision. The ability of leaders to quickly adapt to environmental changes and manage risks are decisive factors in organizations gaining competitive advantage. It can be said that leaders represent the power that shapes and guides the destinies of organizations, societies and even countries (Octavian, 2023, p. 87).

Leaders should consider ethical principles in every job they do. They should act in accordance with ethics, especially in the decisions they make. When making ethical decisions, a good and correct decision should serve the business, not the leader. Decision explanations should be made completely, consistently and clearly. In addition, decisions should be consistent with values and principles and should be supported by everyone. The decision that will be best for the group or business in the short and long term should be made. The decision to be made should be in a way that provides trust. When leaders prioritize honesty in all their relationships, doing the right thing will become a way of life (Pennington, 1997, p. 12-13). In this direction, a more livable life will emerge and businesses will be able to reach their goals and objectives more easily and quickly.

Qualities of Leaders

Leadership is not only a position but also a concept that requires possessing certain characteristics and competencies. The traits that effective leaders possess are factors that directly influence both individual and organizational success. Qualities such as vision, decision-making abilities, emotional intelligence, and communication skills enable leaders to inspire those around them and facilitate the achievement of organizational goals (Northouse, 2018, p. 74). One of the most distinct features of leaders is having a strong vision. Effective leaders draw a roadmap for the future of the organization and succeed in communicating this vision to their employees. Visionary leaders not only manage the current situation but also foresee future opportunities and develop strategies accordingly (Bass, 1990, p. 27). A leader's vision requires strong communication skills to ensure that employees believe in that vision. In this context, the leader's communication skills are the key to success.

In addition, leaders' emotional intelligence plays a critical role in their relationships with employees. Emotional intelligence refers to the ability to recognize one's own emotions, empathize with others by understanding their emotions, and use this information to make effective decisions (Goleman, 1995, p. 45). Emotional intelligence makes leaders more effective communicators. Leaders who understand the needs and concerns of their employees can build strong trust-based relationships and create a more productive working environment. Moreover, decision-making abilities of effective leaders are also of great importance. Leaders must be able to make quick and accurate decisions when confronted with complex situations. Strategic thinking and risk management skills are among the key determinants of leadership success (Kotter, 1996, p. 71). A good leader is someone who can adapt to environmental changes, act calmly during crises, and guide their team throughout such processes.

A review of the literature reveals that the characteristics of leaders include the ability to empathize, decisiveness, being a good listener, a continuous desire to learn, and flexibility. Furthermore, leaders also possess the qualities of leaving a lasting impact on individuals and inspiring the willingness to be followed.

Hunger and Wheelen (2003, p. 21-22) defined the characteristics of a leader as follows:

- A strong desire to achieve
- Consistent pursuit of goals
- Creativity and intelligence in problem-solving and idea generation
- Self-confidence
- Acceptance of the behavioral consequences of actions
- Exposure to less interpersonal stress
- Tolerance for ambiguity
- Ability to influence others
- Ability to shape social relationships

Larwood (1984, p. 245), on the other hand, stated that for a leader to be effective, they must possess the following qualities:

- Trust in subordinates
- Ability to develop a vision
- Composure
- Willingness to take risks
- Being an expert
- Allowing dissent
- Simplifying tasks

Despite the presence of uncertain environments and gaps in information flow within organizations, leaders have the capacity to make critical decisions that will move the organization forward. Leaders manage the present by adapting to change. In addition, they take necessary precautions against potential threats in the future. Leaders who possess the leadership qualities listed above can achieve their intended goals more easily and quickly, thereby increasing their success accordingly.

What Leaders Must Do to Foster Knowledge Sharing and a Collaborative Work Culture

Knowledge sharing and a collaborative work culture are critical components for ensuring the sustainable success of organizations. These elements enhance employees' access to information, promote innovation, and improve collaboration among organizations. Leaders can establish a strong collaborative culture by removing barriers to cooperation and knowledge sharing and by actively involving employees in these processes.

Senior management should be able to define challenging goals and pursue these goals; act quickly and with a results-oriented approach; compete effectively; and demonstrate the ability to inspire others to achieve better performance. Leaders must act with a sense of responsibility and a drive to complete initiated tasks. They must continuously monitor the progress of goals, be original and bold in problem-solving, be proactive in social situations, and act confidently with a sense of individual identity. They must accept the consequences of their decisions and actions, minimize or eliminate stress factors, tolerate disruptions, and be able to influence the behavior of others.

The responsibilities that leaders must undertake to foster knowledge sharing and a collaborative work culture can be summarized as follows (Berg et al., 2014; Lumpkin et al., 2014; Can, 2007):

Prioritize collaboration
Make key decisions collectively
Be willing to participate in team activities
Be open to continuous learning and development
Be able to transfer what has been learned to others
Use and promote effective time management
Resolve conflicts jointly
Organize work events and take on responsibilities within them
Emphasize mutual assistance in the workplace
Renew themselves and their colleagues to enhance institutional functionality
Pay attention to joint creation of education and development processes
Promote improved communication skills
Respond to the needs and demands of others

The role of leaders is to create an atmosphere of trust. One of the foundational steps in developing a collaborative culture is the creation of a secure environment. Leaders must foster a sense of trust among employees by encouraging open communication and embracing transparency. Culturally, trust forms the basis of knowledge sharing. Leaders should understand that before they can promote cooperation among employees, they must first help them establish trust. A trust-based environment is created not only when the leader is trustworthy but also when employees trust one another (Goleman, 1995, p. 45). Adopting a trust-building approach is the first step leaders must take to encourage knowledge sharing.

Leaders should provide strategic direction by articulating the value of knowledge sharing. They must clearly communicate why knowledge sharing is important for the organization. Knowledge sharing not only strengthens a culture of collaboration but also supports continuous development among employees and improves the organization's overall efficiency. Emphasizing the strategic importance of information sharing helps increase employee participation in the process (Nonaka and Takeuchi, 1995, p. 68). Leaders should explain that knowledge sharing is essential not only for daily operations but also for producing innovative solutions. This kind of strategic direction encourages employees to become more engaged and motivated in the sharing process.

Another key responsibility of leaders in cultivating a collaborative culture is to ensure communication and coordination within teams. An effective leader should provide tools and methods that facilitate continuous information flow among team members. Good communication allows employees to easily exchange information, which not only enhances operational efficiency but also encourages collaboration. To make knowledge sharing more efficient, leaders must identify suitable digital platforms and collaboration tools and ensure that their teams can use them effectively (Daft, 2010, p. 120). Furthermore, leaders should organize internal meetings and discussions that provide employees with a safe space to share their ideas freely.

It is essential for leaders to build social bonds among employees by bringing together diverse perspectives and areas of expertise. Social connections increase knowledge sharing, as individuals gain easier access to information through interaction. By building these connections, leaders encourage greater collaboration among employees. This promotes the merging of diverse perspectives within the organization and facilitates the emergence of more innovative ideas (Senge, 1990, p. 78). Leaders should not only encourage employees to work together towards business goals but also foster interactions for personal development. The integration of different perspectives boosts the organization's overall capacity for innovation and enables employees to learn from one another.

Leaders must also provide ongoing training and development opportunities to promote knowledge sharing and a collaborative culture. Training programs allow employees to acquire new skills and share existing knowledge with others. Additionally, by supporting their employees' career growth and offering new opportunities, leaders can enhance interest in collaboration and knowledge sharing (Kotter, 1996, p. 92). These educational and developmental opportunities also help foster stronger interpersonal relationships and a culture of mutual support among employees.

Implementation of Developed Strategies and Their Impact on Business Success

Researchers such as Andrews (1987), Chandler (1962), Dess and Miller (1996), Hofer and Schendel (1978) express strategy as plan, policy, goal-objectives and mission. According to Mintzberg and Quinn (1996, p. 13), strategy is a plan and model that integrates the basic goals and policies of an organization as a consecutive integrative action. Strategy is the general plan created by a business to achieve the determined goals. In terms of businesses, strategy can be expressed as the process of determining long-term goals, using existing resources effectively and providing competitive advantage. Chandler (1962) expressed strategy as the basic long-term goal of a business and the adjustments made on the way to achieve this goal. In the strategy development process, businesses create action plans in line with their own goals to gain a sustainable advantage in markets where competition exists (Drucker, 1954). Strategy lies in several key factors that directly affect the success of businesses in achieving their goals and objectives. These factors can be listed as follows:

Competitive Advantage: Businesses can better position themselves against their competitors with strategic planning. Effective strategic management increases the competitiveness of the business in the market and thus ensures sustainable growth (Smriti et al., 2021).
Ensuring Clarity of Goals: Strategic plans allow managers to focus on the same goal as employees. Having clear goals allows all units within the organization to work in synergy and thus increase their effectiveness (Durmaz, 2016, p. 66).
Efficient Use of Resources: When determining their strategies, businesses aim to utilize their resources in the most efficient way. Strategic management provides guidance on which resources to use, where and how, which reduces waste and increases profit margins.
Adaptability to Changing Conditions: A business's strategy must be flexible to be able to quickly implement sudden changes in market conditions within the business. The strategic thinking process allows businesses to evaluate new opportunities and prepare for possible threats (Drucker, 1954).

Hax (1994, p. 9-12) has highlighted six important dimensions of strategy. These are as follows:

- It unifies and ensures integrity in decisions within the organization.
- It is used to determine the long-term goals of the organization and to make the necessary plans and use the resources to achieve them.
- It determines where the company's competitive advantage lies, makes job descriptions and brings them to the forefront with the help of the necessary strategic planning process tools.
- It directs the threats and opportunities coming from the external environment and the internal strengths and weaknesses in a way to gain competitive advantage.
- As a logical system, it separates the issues of managers of the corporate, business and functional levels.
- It is a tool to explain economic and non-economic contributions to stakeholders.

The concept of strategy for businesses is not just a plan, but also a building block needed to ensure long-term success. When good strategic management is implemented, organizations become resilient to both internal and external factors, making them a critical ability to survive in the highly competitive business world. Strategic management requires regular analysis to ensure effective and efficient use of organizational resources. This management process involves evaluating the current status of the organization, developing action plans, implementing these plans, and analyzing the results of the implementation (Farida and Setiawan, 2022, p. 112). Peter Drucker (1999) said that the fundamental responsibility of strategic management is to think through the reason for the existence of a business from beginning to end and to ask the questions, "What is our business, what should it be?" and to ensure that the decisions determined in line with the determined objectives will yield tomorrow's results. Strategic management and the strategic management process are about reaching decisions on what the organization should do and where it should go (Howe, 1993, p. 27). Alexander (1985) likens the strategic management process to a two-faced coin. One side is the strategy formulation, which reveals the game plan that can compete successfully in special situations, and the other side is the strategy implementation process, which explains how this formulated strategy will be implemented under financial, human resources and time constraints. Jauch and Glueck (1989, p. 18) summarize the benefits of strategic management as follows:

- Strategic management allows businesses to recognize changing situations in advance.
- The goals and objectives of strategic management are clear.
- Strategic management helps managers in the research process.
- The tasks that make strategic management effective are better seen.
- Strategic management is a way to systematize business decisions.
- Strategic management helps managers to investigate the main problems of a company.
- Strategic management helps with internal communication, coordination of individual projects, allocation of resources at the right time and amount, and development of short-term planning such as budget.

Before choosing the most appropriate and efficient strategies among the strategies created, a good business analysis must be done. Thus, effective strategies can be revealed. To reveal these strategies, it is extremely important for businesses to determine what they do well and what values they do not have. As a part of strategic management application, internal analysis is the process of determining and evaluating the subjective characteristics of the organization, including its resources, talents and basic abilities. This analysis provides important information about the organization's subjective values, skills and studies. In other words, it is the acquisition of information about what is good, what is not or is inadequate in these matters (Coulter, 2002, p. 122). In addition to these, cooperation in businesses is effective in strategic goals. Because individuals and institutions achieve their strategic goals through cooperation. Many operations carried out by businesses require employees to work together in a coordinated manner and develop cooperation.

Hambrick and Cannella (1989) stated that strategy cannot go beyond thought without successful implementation. In other words, it is implementation that determines success or failure. According to Noble (1999), strategy implementation is the managerial interventions that transform strategic intentions into actions. For Hitt et al. (2007), strategy implementation requires the organization to adapt its organizational structures to implement the strategy it has chosen. Then, it must design control systems. Strategies and leaders who will develop these strategies have gained importance for many reasons.

Especially in today's world, to survive in globalizing economies, organizations must develop and implement the most appropriate strategies. Organizational imperatives are defined, organizational mission and values are determined with a kind of strategic change cycle that also includes the planning process. The external and internal environments of the organization are evaluated to determine weaknesses, opportunities and threats. The strategic problems faced by the organization are defined, strategies are formulated to manage these problems. Strategic plans are reviewed and approved. An effective corporate vision is created and an effective implementation process is developed. Strategies and the strategic planning process are re-evaluated. In the changing competitive environment, leaders must be able to use their skills effectively and create a vision for the organization. They must develop the ability to establish effective relationships with external interest groups. In addition to these, it requires leadership skills, transformational skills, international perspective, the capacity to create a learning environment, and the ability to understand and use technology in organizations.

Successful implementation of developed strategies is a critical factor in ensuring sustainable success and sustainable competitive advantage of businesses. Although strategic planning is an important step in determining the future direction of businesses, it is necessary to effectively implement these strategies, i.e. implement the strategies. One of the main difficulties faced by businesses in the process of implementing strategies is the integration of strategies into the corporate structure. No matter how well the strategies are designed, the organizational structure must adapt to these strategies. Especially in large and complex organizations, strong coordination and communication are required for strategies to be implemented correctly at every level and in every department. One of the main reasons why the strategy has not been successful is these integration deficiencies (Kaplan and Norton, 1996, p.

49). For example, if a company has a strategy aimed at entering a new market, it requires different departments such as marketing, production, and logistics to work in harmony.

There are some differences in the implementation of the strategy. According to Otiso (2008, p. 27), many difficulties are encountered in these differences. These difficulties include ensuring coordination of stakeholders and determining a common goal. The main factors that will ensure compliance and be used in practice are leadership styles, communication system, culture and structure of the business. Among these factors, leadership styles are included under the title of the concept of leadership. Once the strategy is chosen, communication is one of the most important tools required for the successful implementation of the strategy. In this case, the first thing management should do is to convey information about the content, meaning and reasons of the new strategy to all employees. It should not only inform employees. It should leave decision-making rights and initiative to employees. Communication also includes explaining new duties and responsibilities to employees who will be affected by the strategy (Arıcıoğlu et al., 2017, p. 105).

In addition, asking employees' opinions on decisions to be taken regarding the business and making decisions together will make employees feel valued. Thus, employees' commitment to the organization will increase and their job performance will also increase. Because their motivation will increase by being involved in the process together. From this perspective, both managers and employees need to be involved in decisions. For these decisions to be implemented successfully, it is important for everyone to maintain communication (David, 2007, p. 14). Harrington (2006, p. 375) states that a high level of organizational participation in the strategy implementation process has a positive effect on both the implementation success of the business and the overall business success. Organizational culture supports existing strategy; however, organizational culture can be one of the most important constraints on strategic change. Because an organizational culture reveals the leadership styles of managers, how they plan their time, what they demand from employees, what they focus on and how they make decisions. The rich and dominant culture of the organization is an effective factor in determining strategy and implementing the determined strategy. For this reason, some strategy researchers have finally begun to defend the idea that organizational culture is more important than strategy and organizational structure (Sarvan et al., 2003, p. 89).

Chandler (1962) suggests that organizational structure is affected by organizational strategies. Getz and Lee (2011, p. 306) emphasized the necessity of an organizational structure that is compatible with strategy. As the business and organizational structure grows, the participation level of employees at the project groups, business units and individual department levels in strategic implementation will be higher. A larger and more complex organizational structure requires more participation from middle and operational level managers. A correct organizational structure is a prerequisite for effective strategic implementation and success in the competitive market (Radomska, 2014, p. 218).

Leadership is of great importance in the implementation of strategies. Managers should not only determine the strategy but also explain to employees why this strategy is important and ensure their participation in this process. Effective leadership in the implementation of strategies increases motivation and directs employees to goals. Good leadership ensures that strategic goals coincide with organizational goals and is important for the successful implementation of strategies (Kotter, 1996, p. 45). Another important factor is the correct allocation of resources. Strategies should be built on specific resources and competencies. Human resources, financial resources, technology and other organizational resources are the most important tools in the implementation of strategies. According to Singh and Jeffrey (1998), strategy implementation is the sequential execution of activities that constitute a decided strategy and is a cognitive process.

In order for strategies to be implemented successfully, these resources must be used correctly and efficiently. Inadequate resources or mismanagement may lead to the failure of strategies (Barney, 1991, p. 112). Another important issue in the implementation of strategies is the establishment of continuous monitoring and feedback mechanisms. The strategy implementation process is not a process that should continue without pause once it is started. Performance evaluations should be made regularly during the implementation and the effectiveness of the strategy should be measured. Such feedback ensures that strategies are renewed when necessary and quickly adapted to environmental changes (Kaplan and Norton, 1996, p. 72). Schaap (2006) states that strategy implementation is an extremely complex, interactive and lively process that depends on many variables and in which businesses define future opportunities.

As a result, the integration of strategies into the corporate structure, leadership, resource management and continuous monitoring are factors that are of undeniable importance in the successful implementation of strategies. By considering these factors, businesses can effectively implement their strategies and be successful in achieving their goals. In all these processes, communication must be strong. Lack of communication prevents the processes from operating correctly and can sometimes lead to irreversible results. Forman and Argenti (2005, p. 260) state that internal communication is as important in the successful implementation of strategy as it is in the creation of strategy.

THE CONCEPT OF GENERATION ALPHA

Generation Alpha refers to individuals born after 2010, representing a cohort shaped entirely within a digital, interconnected, and rapidly evolving technological ecosystem. Unlike previous generations, Generation Alpha has grown up immersed in screen-based technologies from birth. Moreover, they interact extensively with smart devices, social media platforms, AI-driven content recommendations, and digital learning tools. The concept of "digital natives" (Prensky, 2001) has gained a far more intensive and profound meaning with this generation. Their early integration with technology differentiates their methods of accessing information, learning strategies, and modes of social interaction from those of earlier generations. Exposure to artificial intelligence, automation, smart devices, and algorithmic content distribution from an early age distinctly sets this generation apart in terms of cognitive, social, and emotional patterns compared to previous generations (Twenge, 2017).

The Impact of Generation Alpha's Digital Competencies on Workplace Culture

The distinct digital competencies of Generation Alpha in their transition from education to professional life are giving rise to new expectations in workplace culture. Studies in the literature indicate that this generation values individualism, prioritizes flexibility and meaning-seeking, prefers instant feedback, and maintains a reserved stance toward authoritarian management styles (Twenge, 2017). In this context, Generation Alpha forms a stronger connection with leadership models that emphasize empathy and collaboration, such as transformational leadership and servant leadership (Greenleaf, 2002). The generation's emphasis on social responsibility, environmental awareness, and ethical values is also reshaping organizations' strategic orientations.

Generation Alpha's values and expectations are anticipated to fundamentally transform workplace culture and leadership paradigms. Research suggests that this generation tends to value principles such as individual empowerment, inclusivity, gamified interaction, and real-time feedback (Kirschner and De Bruyckere, 2017). Consequently, organizations integrating Generation Alpha will face an increasing need for more collaborative, empathetic, and socially responsible leadership models. These tendencies align with transformational and servant leadership approaches, which emphasize shared goals, ethical responsibility, and personal development (Northouse, 2021). The study by Karatayev, D., Matyakubov, U., Mutaliyeva, L., Filimonau, V., and Ermolaev, V.A. (2024), entitled "Generation Alpha and family business: a perspective article", discusses how the values of Generation Alpha—particularly their use of digital technologies, learning attitudes, work–life balance preferences, and emphasis on sustainability and social responsibility—are expected to influence the strategies and operations of family businesses in the future. In this regard, these values can be seen as foundational elements that foster and strengthen a collaborative organizational culture.

The integration of Generation Alpha into organizational cultures requires not only technical proficiency but also skills such as emotional resilience, critical thinking, digital literacy, and attention management. In facilitating their transition into education and the workforce, it is crucial to develop strategies that balance high technological literacy with focus skills, emotional intelligence, and resistance to digital overstimulation. Recent studies in developed countries highlight this generation's ability to multitask, yet they also face risks such as distractibility, screen dependency, and social isolation (Kirschner and De Bruyckere, 2017). Therefore, it is recommended that institutions and education policies be restructured not only to integrate Generation Alpha technologically but also to support them psychologically, socially, and ethically.

The Role of Generation Alpha in the Development of Collaborative Culture

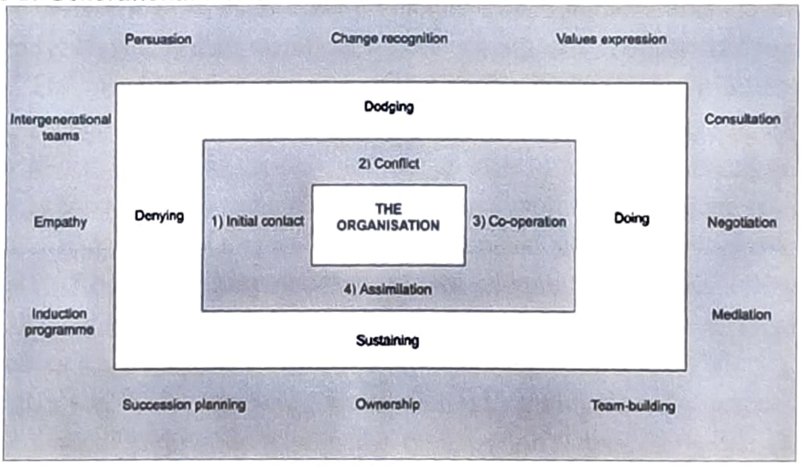
As the first generation to grow up fully immersed in digital technologies, Generation Alpha plays a pivotal role in shaping collaborative cultures. Having developed an early familiarity with values such as sharing, interaction, and co-creation through digital networks, this generation exhibits a high adaptability to collective work environments. Their multitasking abilities, proficiency in technology-based communication tools, and open-mindedness contribute to strengthening horizontal relationships and shared goals in the workplace. This aspect of Generation Alpha encourages leaders to adopt more inclusive, flexible, and participatory management approaches, thereby fostering the development of a collaborative culture.

Members of Generation Alpha perceive technology not merely as a tool but as a natural extension of life (Burns, 2024). Their early and frequent engagement with multiple screens and digital media enhances both their access to information and multitasking abilities. However, their shorter attention spans necessitate shorter, more impactful, and interactive content in both education and professional settings. Beyond digital competencies, Generation Alpha's intense relationship with social media influences their self-efficacy, modes of expression, and emotional intelligence (Wang and Duan, 2024). For this generation, social media platforms are not just communication tools but also spaces for identity construction, belonging, and social validation. Consequently, organizations aiming to cultivate a collaborative culture must recognize and support these digital socialization patterns.

Effectively guiding Generation Alpha in education and the workplace requires moving beyond traditional leadership styles. This generation places greater value on empathetic, flexible, and transparent leadership approaches. Transformational and servant leadership models align more closely with their expectations, particularly through open communication, individualized feedback, and recognition mechanisms, which directly influence their engagement and motivation levels (Westover, 2024).

Leadership provides the necessary direction and support for individuals from different generations to work together. This fosters the exchange of knowledge between experienced and new generations. In an environment fostered by open communication and mutual respect, different generations work together to achieve organizational goals. Ultimately, working together across age groups lays the groundwork for innovative solutions and sustainable success. McGuire, By and Hutchings (2007) presented a model adapted from the work of Park (1950) and Kübler-Ross (1969). The model in Figure 1 illustrates how leadership, knowledge sharing, a culture of collaboration, and intergenerational interaction contribute to organizational success. Values and characteristics such as age that increase the visibility of the individual enable the identity of the person to emerge more clearly.

Figure 1. Generational interactions within institutions



Source: McGuire, By and Hutchings (2007).

In the corporate context, the participation of Generation Alpha should be viewed as a strategic advantage in building a collaborative culture. Their aptitude for teamwork, effective use of digital collaboration tools, and inclination toward collective goals enhance organizational synergy (Burns, 2024). Additionally, their sensitivity to sustainability, social responsibility, and ethical values plays a decisive role in employer branding. In conclusion, Generation Alpha's integration into the workforce is driving the emergence of more transparent, participatory, and technology-oriented cultural structures. To sustain a collaborative culture, leaders must not only integrate technology but also reshape management strategies to accommodate this generation's values, expectations, and learning styles. Accordingly, organizations must evolve alongside Generation Alpha and adapt leadership paradigms to align with this new generation for long-term success.

CONCLUSION

The accurate sharing of information and collaboration within a culture constitute fundamental elements for a society's cultural development. Culture is a structure composed of shared values, beliefs, norms, traditions, and behavioral patterns among individuals and communities. For this structure to develop healthily and sustain itself, communication and knowledge-sharing based on accurate information play a critical role for businesses. Effective internal communication, increased customer satisfaction, the accuracy of strategic decisions, and the development of innovation capacity all depend on the proper exchange of information. A business's success hinges on how accurately it accesses and utilizes knowledge.

Collaboration is a critical factor for organizational success, and leaders play a key role in fostering this culture. By promoting trust, communication, and a focus on shared goals among team members, leaders can cultivate a collaboration-oriented culture. This article examines the role of leadership in developing a collaborative culture, its defining characteristics, and how leaders can encourage it. Effective leaders prioritize creating an environment of trust to foster collaboration. Their credibility encourages team members to rely on one another, establishing productive collaborative dynamics. Open and honest communication from leaders enables team members to freely share ideas and work toward a common vision (Katzenbach and Smith, 1993, p. 40). An empathetic leadership approach that values all employees' perspectives fosters a greater sense of inclusion.

Another way leaders promote collaboration is by setting shared objectives. They align individual contributions with the organization's strategic goals, ensuring cohesive teamwork and reinforcing organizational success. Providing teams with the necessary resources and support further strengthens a collaborative culture (Senge, 1990, p. 80). Effective communication is another crucial strategy for leaders. Skilled leaders encourage knowledge-sharing and transparency through clear and open communication, facilitating smoother and more efficient collaboration. Involving team members in decision-making enhances collective problem-solving (Katzenbach and Smith, 1993, p. 45).

In conclusion, leadership plays a pivotal role in fostering a collaborative culture. By promoting trust, shared goals, and effective communication, leaders can build a strong collaborative environment that enhances organizational success while increasing employee motivation and engagement. The development of knowledge-sharing and a collaborative work culture depends on strategic leadership, trust-building, and effective communication. Effective leaders not only motivate employees to share knowledge but also translate this process into organizational success. A robust collaborative culture contributes to greater innovation, efficiency, and achievement. Leaders who develop the right strategies to guide and support this process reinforce long-term organizational success.

For businesses to achieve their envisioned future, collaboration must permeate all processes. Every organization embodies a culture, making employee collaboration essential. Leadership is another critical factor, as effective leaders do not merely make strategic decisions but also motivate employees toward organizational goals. Leadership strength is a key determinant of long-term success. Individuals within organizations have diverse needs and expectations. Leaders must act as integrators, aligning these differences with shared objectives. Employees work toward their own goals while maintaining a focus on success, with leaders motivating them to achieve collective outcomes. Leadership traits such as vision, emotional intelligence, communication skills, and decisive ability are vital for organizational success, leaving a lasting impact on people and facilitating goal attainment. This ensures the continuity of a collaborative culture.

In today's business world, sustaining a collaborative culture requires leaders to consider not only current generations but also the rapidly emerging Generation Alpha. Born into the digital age, this generation values direct communication, instant feedback, transparency, and flexibility. Alpha individuals excel in using digital tools and thrive in online collaborative environments. Thus, leaders must adopt technology-integrated, empathetic, and inclusive leadership styles to foster collaboration. A collaborative culture shaped by Generation Alpha's active involvement not only boosts current performance but also prepares organizations for future transformations. Therefore, adapting leadership strategies to meet the expectations of new generations has become essential for cultural continuity and competitive advantage.

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