

NEW GENERATION EMPLOYEES: GENERATION Z WITH A GENERAL PERSPECTIVE

Characteristic Features of Z Generation Employees and
Research Examples in Different Sectors

Editors:

Dr. Gülşen KIRPIK & Dr. Beyhan KILINÇER



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Editors: Dr. Gülşen Kırpık - Dr. Beyhan Kılınçer

Executive Editor: Yusuf Ziya Aydođan (yza@egitimyayinevi.com)

Publishing Coordinator: Yusuf Yavuz (yusufyavuz@egitimyayinevi.com)

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+90 332 499 90 00

bilgi@egitimkitabevi.com

Internet Sales: www.kitapmatik.com.tr

+90 537 512 43 00

bilgi@kitapmatik.com.tr

LIST OF CONTRIBUTORS

<i>Attila Kaya</i>	Osmaniye Korkut Ata University, Türkiye
<i>Beyhan Kılınçer</i>	Adiyaman University, Türkiye
<i>Bihter Mezili</i>	Adana Alparslan Türkeş Science and Technology University, Türkiye
<i>Bünyamin Akdemir</i>	Inonu University, Türkiye
<i>Eda Rukiye Dönbak</i>	Adiyaman University, Türkiye
<i>Edip Doğan</i>	Adiyaman University, Türkiye
<i>Emine Karakaplan Özer</i>	Adiyaman University, Türkiye
<i>Ergün Kara</i>	Osmaniye Korkut Ata University, Türkiye
<i>Gülşen Kırpık</i>	Adiyaman University, Türkiye
<i>Khodor Shatila</i>	Iprocares International Research Center, Lebanon
<i>Murteza Hasanoğlu</i>	Academy of Public Administration, Azerbaijan
<i>Nuriye Sarıakçalı</i>	Sivas Cumhuriyet University, Türkiye
<i>Ömer Gezer</i>	Shaanxi Normal University, China
<i>Suha Jalloul</i>	Lebanese American University of Beirut, Lebanon
<i>Yasin Çetin</i>	Adiyaman University, Türkiye

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PREFACE

Globalization and the magnificent technological developments experienced today have carried the world's interaction to a very rapid extent. Therefore, there is a general generation classification, taking into account each country and its unique differences. Considering the relevant literature (Barhate & Dirani, 2021; Mücevher, 2021; Panwar & Mehta, 2019; Chaney et al., 2017; Iorgulescu, 2016; Arslan & Staub, 2015; Bencsik et al., 2016) Baby Boomers X, Y, and Z generations are clearly involved in the business world. In the business world, the cooperation of four different generations leads to significant changes in issues such as business rules, ways of doing business, and manager-employee communication (Singh & Dangmei, 2016). Different generations, working in modern organizations, have different values and perspectives, but they are faced with the necessity of working together to achieve common goals (Alkan, 2020: 130). The most popular and curious generation among generations is Generation Z.

Generation Z is a new generation that takes a new role in organizations, represents a very important generational change in the business world, and will shape the future of organizations (Gabrielova & Buchko, 2021; Mücevher, 2021; Singh & Dangmei, 2016). There are many problems that can be experienced in the workplace regarding Z-generation employees (Gabrielova and Buchko, 2021; Filatrovi and Attiq, 2020; Oringo et al., 2020; Cham, 2019; Maloni et al., 2019; Panwar & Mehta, 2019; Rodriguez et al., 2019; Schroth, 2019; Dolot, 2018; Goh & Lee, 2018; Bejtkovský, 2016; Arar & Yüksel, 2015; Campione, 2015; Berkup, 2014; Coombs, 2013). For example, the differentiation of the working values of this generation from the previous generations may cause problems such as the inefficiency of the personnel, different expectations on education, career, wage, social-cultural and technological support and similar issues, and uneasy environments in business life. For this reason, the expectations of the Z generation regarding the working life should be met, preparations should be made for them, their characteristics, needs, preferences, abilities and competencies should be known, and the potential of the Z generation should be realized, and their expectations should be clearly revealed (Mücevher, 2021; Singh & Dangmei, 2016). In fact, the generation Z employee is looking for things in the workplace that the previous generation employees did not care about (Cham, 2019). Therefore, it is very important to reveal the distinctive features of the Z generation employee (Gabrielova & Buchko, 2021) and to take managerial discourse and actions in this direction, to make the Z generation work effectively and efficiently.

However, every business in the industry wants to carry its existence into the future. The most important issue for this is the human factor, and there are people from different generations in the organization. Employees from different generations

share the same work environment in various hierarchies of the organization. In organizations, generational differences have been an issue that has attracted attention recently (Dolot, 2018). Generational differentiation is an undeniably important, universal fact in terms of sustainability and today's work environment (Mücevher, 2021; Sobrino et al., 2019; Bencsik et al., 2016; Jiří, 2016; Angeline, 2011).

The distinctive features of generations play an important role in hiring and development in organizations, coping with change, motivating, encouraging, managing employees, increasing productivity, competitiveness, and service efficiency. In particular, the characteristic features of Generation Z employees, who have a very important place in the business world of the near future, will have an important place in the success of organizations. In studies on the subject, it is observed that Generation Z employees avoid risk, have very low expectations for themselves, and their attitudes are shaped under the influence of age, technology, and experience (Oringo et al., 2020; Levickaite, 2010: 173).

For organizations to survive in today's competitive business world, managers need to manage the Z generation more effectively and efficiently. In this context, there are many studies (Kavak & Şener, 2021; Sucu, 2021; Kırpık & Akdemir, 2018; Peterson, 2014) that suggest improving management processes by working on the Z generation, understanding the career expectations of the Z generation, and making employment plans for this generation. Ultimately, it is thought that a good analysis of the Z generation employees, and the determination of their perceptions, expectations and motivational sources will enable many possible problems to be experienced in organizations to be foreseen and take precautions against them.

Formation of the Book

This book aims to reveal the importance, characteristics, talents, career prospects, motivational factors, communication styles, ways of doing business, and other characteristics of the new generation Z in the business world, both in general and in the context of sectors. The sectors focused on in the study are the public, industry, finance, tourism, health, and retail sectors. In sectoral studies, the importance of the Z generation in the business world, how they should be managed, their effect on increasing organizational efficiency, the problems encountered, and the suggestions developed are emphasized. In this context, the book presents general information in the literature from various aspects and research results that offer different perspectives. Along with the aforementioned general information, researches by authors from different nationalities are presented in this book. Therefore, this book has revealed the concerns of the generation Z employee in the business world, with the research findings that reveal both general characteristics, general characteristics in the business world, and from various perspectives on a sectoral basis, and developed future-oriented suggestions.

Structure of the Book

The book is structured in two parts. In the first part, it is focused on general information about Z generation employees. In this context, the importance of the Z generation employee in today's business world, the perceptions, expectations, and motivation characteristics of the Z generation employee towards the workplace, and a general evaluation of the Z generation employee are included. The second part focuses on the situation of the Z generation employee in different sectors. In this context, studies on the similar or different characteristics of the Z generation employee in terms of the finance sector, tourism sector, public sector, health sector (especially the nursing profession), retail sector and industrial sector are included. The chapters that fall under this section of this book are as follows:

In Chapter 1, titled "The Importance of Generation Z Employees in Today's Business World", written by Edip Doğan, the importance of Generation Z in today's business world has been examined, and with this section, it is aimed to help the understanding of Generation Z. In this context, conceptual and empirical studies in the literature, published in Türkiye and other countries, have been examined, and the compiled information has been presented to the reader's service.

In Chapter 2, titled "Generation Z and Workplace: Perceptions, Expectations, and Motivations", written by Emine Karakaplan Özer and Bünyamin Akdemir, the development of Generation Z understanding in workplaces and new understandings about the perceptions, expectations, and motivations of this generation employees are discussed. It has been mentioned that attracting and retaining new generation talents is a critical issue for today's employers, and it is really difficult to attract and retain Z generation employees, especially those whose organizational commitment is weaker than previous generations. In addition, information on the beneficial aspects for organizations of knowing the dynamics, perceptions, expectations, and motivation sources of this generation, which will make up the majority of business life in a short time, has been presented. It is envisaged that this information will make businesses attractive and enable the implementation of applications, primarily to be the winner of the talent wars. This section is particularly important because it contains the evaluations and results of many different studies in the literature regarding the perceptions, expectations, and motivations of Generation Z in the workplace.

In Chapter 3, titled "An Evaluation for Z Generation Employees", written by Gülşen Kırpık, Ergün Kara, and Attila Kaya, the general and managerial characteristics of the Z generation employee in the business world were evaluated. In this context, the characteristics of the Z generation employees, their job values, their priorities in job selection, the skills they want to have in a successful career, and their managerial characteristics are emphasized, and the problems experienced in the business world are also mentioned. In addition, discussions, conclusions,

and suggestions regarding the distinguishing characteristics of the Z generation employee in the business world are also included.

In Chapter 4, titled “How to Manage Generation Z in the Finance Sector?”, written by Beyhan Kılınçer, generation Z’s perspective on the finance sector, its relationship with finance, and how the Z generation should be managed in terms of customers/employees in the financial sector are discussed. In the study, content analysis was carried out by taking into account the publications of public and private, national and international organizations, the reports of commissions and commissions, private publications, newspapers and magazines, and the studies of scientists. Thus, insights that can guide the finance sector are presented in the more efficient and effective management of both current and future, valuable investors, and the generation Z who work or will work in the field of finance, and in determining business policies.

In Chapter 5, titled “Problems and Solutions Suggestions of Generation Z Employees in the Public Sector” by Murteza Hasanoğlu, the problems of generation Z employees working in the public sector are addressed. In addition, the characteristics of the Z generation or Zoomer generation, as well as the expectations and problems of these new generation young people regarding career planning, and solution suggestions have been developed.

In Chapter 6, titled “Generation Z in Tourism”, written by Eda Rukiye Dönbak and Ömer Gezer, the conceptual and numerical changes of the studies on the Z generation in the field of tourism were examined through bibliometric analysis. It has been observed that the research on Generation Z in the field of tourism has shown an increasing trend over the years, and it is thought that the findings obtained in this section will contribute to the general framework of the literature for future research on this subject.

In Chapter 7, titled “Z Generation Nurse and Quality in Health”, written by Nuriye Sariakçalı, the quality perception of Z generation nurses is emphasized. The understanding of the Z Generation nurses, who have recently entered and/or will enter the working life, their needs, and their perspectives on life and profession, are mentioned. In addition, generations will be discussed in general, the characteristics of generation Z nurses are compared with other generations and the quality perception of generation Z nurses in the health sector is emphasized.

In Chapter 8, titled “How Should Manager Nurses Manage Generation Z Nurses?” by written Yasin Çetin, the work-related characteristics of the Z generation employees are mentioned. In addition, the management of Z generation nurses has been discussed, and, suggestions have been presented to avoid managerial problems between managers and Z generation nurses.

In Chapter 9, titled “The Impact of Generation Z on Boosting Organizational Productivity” by Khodor Shatila and Suha Jalloul, deals with how Generation Z employees affect business success. Alongside technology and innovation, the entrepreneurship of Generation Z has been studied in relation to the performance of their businesses in the Lebanese retail sector. In this section, it is mentioned that Generation Z is the most technologically advanced, and socially aware generation in the workforce and that it is the most ethnically and culturally diverse generation in Lebanon. It is envisaged that this makes Generation Z workers more sensitive to messages that represent their different perspectives, and more willing to interact and communicate with individuals from different backgrounds.

In Chapter 10, titled “Z Generation in The Industry Sector”, written by Bihter Mezili, the values of Generation Z employees and their place in the industry are emphasized. In addition, the values and differences of Generation Z are evaluated in the context of the industry sector, and recommendations for human resources managers and other relevant managers are presented.

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CHAPTER-1

THE IMPORTANCE OF GENERATION Z EMPLOYEES IN TODAY'S BUSINESS WORLD

Edip Dođan

- ❖ Adiyaman University
- ❖ 0000-0002-9820-978X
- ❖ edogan@adiyaman.edu.tr

THE IMPORTANCE OF GENERATION Z EMPLOYEES IN TODAY'S BUSINESS WORLD

INTRODUCTION

Businesses that bring together the factors of production to produce goods or services are very important units for the state and society. Because while businesses help the state to fulfill its basic duties with the taxes they pay, they also meet the needs of the society with the goods and services they produce. Businesses are organizations with some general and specific goals. One of these purposes is to make a profit in the long run and the other is to make the life of businesses more long-lasting. In order to achieve these goals, the most important resource that businesses have is human capital. For this reason, organizational behavior is an important issue in today's business world. Thus, much scientific research is being done on this issue nowadays.

The main purpose of organizational behavior, which investigates the effects of individuals, groups, and structures on behavior in the organization, is to increase productivity. It is nearly impossible for a corporation to prosper and exist on surplus-value without efficiency. Therefore, the situation of individuals and groups within the organization should be analyzed properly. This reveals the significance of organizational behavior. There are many subjects having been studied within the scope of organizational behavior and one of these topics is about generations.

The concept of a generation can be defined as a group of people who were born in near future and share significant life experiences and essential advancements. Different incidents can occur at different times in different parts of the world. For example, some social, political, economic, cultural, and intellectual developments that took place in Asia may not have occurred in Africa or may have already occurred in Europe. Therefore, it would not be right to make a generational classification valid all over the world at the same time. Even in one country, there are many different regions in terms of economic, political, social, demographic, and cultural aspects. However, globalization and the magnificent technological developments experienced today have carried the interaction on the world to very fast dimensions. For this reason, a general generation classification has been made on the condition that each country and its unique differences are taken into account. When the relevant literature (Barhate & Dirani, 2021; Chaney et al., 2017; Arslan & Staub, 2015; Bencsik et al., 2016) is taken into consideration, generations such as Silent Generation, Baby Boomers, X, Y, and Z generations can be seen. The most popular and curious generation among the generations is Generation Z. Because today, Generation Z both constitutes a significant part of the population and differs from the previous generations at many points. Generation Z has some unique features in matters such as their political preferences, way of looking at life, consumption patterns, and career expectations.

The main purpose of this section is to investigate the importance of Generation Z in today's business world. This is an issue that businesses should focus on meticulously. Today's Z generation is both an employee and a customer of businesses. Therefore, businesses have to know the personality traits, career expectations, investment and consumption behaviors of Generation Z, their positions in social media, what type of organizational structure they want, what they value in their superior-subordinate relations, their contribution to organizational learning, how they use technology, innovative behavior, and entrepreneurship skills. They have to know because these are essential issues to run successful business operations. This section, which is prepared to help understand Generation Z, presents the information compiled by examining the conceptual and empirical studies in the domestic and foreign literature. In order to better understand Generation Z, the concept of generation, the classification of the generations, and the information about the generations before Generation Z are presented respectively.

1. THE CONCEPT OF GENERATION

The concept of generation and the social and historical events that the concept tries to explain date back to Karl Mannheim and Auguste Comte. Comte stated that generations are important in social progress and that these advances are inherited from generation to generation. People of the same generation, on the other hand, have comparable behavioral habits, according to Mannheim. The origin of the concept of generation in the historical process and by whom it was first systematically addressed is not clear. However, the studies of Strauss and Howe have made great contributions to the scientific treatment of the concept of generation in disciplines such as business administration, psychology, and sociology. According to Strauss and Howe theory (1991), some important changes that societies witness have important effects on the culture of that society. These effects are not due to the experienced events themselves, but to the time period in which they are present. In other words, it is a generation that causes these changes, and generation plays a key role in these transformations. From this point of view, the concept of generation is an important concept in social sciences, and studies on the concept are increasing (Chaney et al., 2017; Arslan & Staub, 2015; Latif & Serbest, 2014; Sönmez, 2016).

The term "generation" refers to a group of people who were born in the same year (Arslan & Staub, 2015). The dictionary of the Turkish Language Association defines the generation as "*the group of people who were born in approximately the same years, shared the conditions of the same age, thus shared similar troubles and destinies, and was responsible for similar duties*" (TDK, 2021). According to another definition, the concept of a generation refers to a group born in the same years, sharing important life events and critical developments within these events (Kupperschmidt, 2000; Naim & Lenka, 2018; Raths, 1999). According to a more general definition, generation includes people who were born at the same historical

time and intervals, formed from economic and social movements, or belong to a certain social group (Adıgüzel et al., 2014; Król, 2020; Chillakuri & Mahanandia, 2018).

Each generation's spending habits, and basic social values evolve and persist in response to the effect of the environment and its values on the growth period (Seçkin, 2000). These effects are generally considered as the common grief and happiness of individuals in the same generation. For example, the social culture formed by war, famine, economic prosperity, new technological developments, and similar factors can be seen as the common grief or happiness of individuals in the same generation. Accordingly, the generation represents the community of people who lived together at the stages defined for different time periods in human life. In these stages, which are called childhood, adolescence, adulthood, middle age, and old age, social roles and characteristics belonging to the same generation are also acquired (Saritaş & Barutçu, 2016). Therefore, they constitute "*generations of people whose childhood or youth coincide with the same period, who share certain behavior and belief styles and who feel that they belong to that group*" (Ince & Bozyiğit, 2018). Therefore, people in the same generation have a relatively homogeneous tendency on issues such as their mentality, perspectives on tradition, production and consumption habits, career expectations, family structure, and ethical-moral values. When we think in this way, we can define the concept of generation as a group of people with similar backgrounds and therefore similar experiences (Turak Kaplan & Çarıkçı, 2018: 26). This evaluation, of course, represents a general evaluation. Otherwise, the time factor alone cannot create such a paradigm. Because macro factors such as political, economic, and cultural factors must be taken into account in the evaluations. However, studies from different disciplines on generational studies and the literature created by these studies deal with generational classification on a time-based basis.

When we look at research on generations, we can observe that they focus on the disparities in the views, attitudes, and behaviors of people from different generations (Saritaş & Barutçu, 2016). However, facts such as genetic, ethological, genealogical, socio-cultural, socio-clinical, social learning, and maltreatment transmissions show that this difference is categorical (Turak Kaplan & Çarıkçı, 2018). Because these transfers, which are inherited from generation to generation, instill similar thoughts, attitudes, and behaviors in individuals. Therefore, it would be wrong to claim that an individual in Generation Z does not in any way have the behavioral characteristics of the Y generation. Similarly, it cannot be said that an individual in the X generation is completely indifferent to the Y generation. Because human being as a social being spends time with people from different generations in his family, workplace, school and generally in social life. Therefore, the mutual interaction of these people from different generations is inevitable.

2. THE CLASSIFICATION OF GENERATIONS

When looking at studies on generation classification (Turak Kaplan & Arkç, 2018; Adıgüzel et al., 2014; Montana & Petit, 2008;), it is clear that different approaches to the subject are taken depending on the country in which the studies were conducted, the researcher's discipline, and other factors. For example, the discipline of sociology evaluates the concept of generation from the perspective of social change, while the discipline of psychology focuses on the individual effects of generation.

The subject of this study is to examine the place of the generation in the science of business administration. Business Science, business perceptions of generations, career development, and management, purchasing behaviors, the way social media affects consumer behavior, investment behaviors of generations, policies and strategies that businesses will follow in digital marketing, learning organizations, network organizations, matrix organizations, and virtual organizations. examines the concept of generation in terms of modern organizational forms, employees and businesses that need to adapt to the dizzying rapid changes of the digital age, and similar issues (Djafarova & Bowes, 2021; Rosdiana, 2020; Chillakuri & Mahanandia, 2018; Turak Kaplan & Çarıkcı, 2018; Smith, 2017; Saritaş & Barutçu, 2016; Altuntuğ, 2012; Williams & Page, 2011; Kupperschmidt, 2000).

In this way, national and cultural differences have been determined through studies conducted around the world and classifications have been made according to cultural phenomena. It is possible to examine these classifications under five groups (Adıgüzel et al., 2014). These are Silent Generation (1930-1945), Baby Boomers (1946-1964), Generation X (1965-1976), Generation Y (1977-1994), and Generation Z (1994 and later) (Williams & Page, 2011).

2.1. Silent Generation

The Silent Generation is the first generation to be included in the generation classification. In various sources, the Silent Generation is referred to as Matures, Veterans, Seniors, or Radio Babies. Generally, it refers to the generation born between 1900 and 1945, and in some sources, 1930-1945 (Williams & Page, 2011). This period I. and II. It is a period in which world wars were experienced and different destructions caused by war were tried to be treated (Berkup, 2014). Therefore, this generation can also be called the war generation. Some important events such as economic crises and famines that occurred after the war, such as the Great Depression in 1929, pushed the Silent Belt to be cautious and prepared for all kinds of situations (Adıgüzel et al., 2014). Perceptions about the job are in the direction of working in the same job for life. This generation represents a generation that is dependent on authority, does not welcome uncertainty and risk, prefers work and discipline to pleasure, attaches importance to the chain of command, and respects the rules (Berkup, 2014). This generation, which considers being loyal to authority as

a kind of necessity, is “individuals who wait for directives, prefer balance and order, show high respect for their leaders, are traditionalist, adapt slowly to technology, and associate seniority with age” (Latif & Serbest, 2014). This generation has no importance in terms of business science. Because most individuals of this generation are no longer living. Those who live are not in any way of working life. They are in the consumer position only to a very limited extent.

2.2. Baby Boomers

The Baby Boomers are the second and most important generation in the generation classification. This generation includes those born between 1946 and 1964. II. After World War II, there was a huge population increase. That’s why this generation is called the baby boom. The 1973 Oil Crisis, the assassination of American President Kennedy and his brother R. Kennedy, the Cold War period, and the impact of Communism in the world can be given as examples of important events that took place in this period. The sudden population explosion in this period caused the baby boomers generation to be competitive in business life. Because there are many competitors that carry out similar activities and compete with each other. However, despite being competitive in business life, they attach great importance to teamwork in order to be successful (Berkup, 2014). Stability in the work environment is another feature that this generation attaches importance to (Yu & Miller, 2005). The most important factor that motivates Baby Boomers Generation, who values dedication and hard work, is the desire to be appreciated (Berkup, 2014).

Raths (1999) found that Baby Boomers who value hard labor are extremely loyal to their companies. This generation, like the Traditionalists, attaches great importance to the chain of command. In addition, they rely on the leadership power of this generation managers in the achievement of organizational goals. Baby Boomers, who have limited knowledge and skills in terms of technology use and attach importance to moral norms and ethical standards (Redmer, et al., 2021), take reluctant attitudes towards change (Yu & Miller, 2005: 36). Because this generation started their business life in full employment conditions and continued a safe and stable working life (Król, 2020). Working with familiar methods and procedures for many years can bring resistance to change. In summary, characteristics such as “*patience, responsibility, communication skills, discipline, loyalty and respect for authority*” can be listed as the distinctive qualities of the Baby Boomers generation (Król, 2020: 92). Individuals of this generation have retired as of today and do not take an active part in working life. For this reason, Baby Boomers are only included as a historical phenomenon in studies on generations and are evaluated within the scope of their effects on other generations.

2.3. Generation X

Generation X is the third generation in the generation categorization. The years 1965-1976 are known as Generation X. In the literature, they are referred to as the “Baby Bust”, “Thirteenth Generation”, “Post-Boomers”, “Lost Generation”, and “Transition Generation” (İlhan, 2020). “Latch-Key-Kids” is another name of this generation. Because in this period, mostly as a result of both parents being in business life; children should carry the house key with them and take care of themselves from the time they come home until their parents return from work (Jurkiewicz, 2000). The reason why this generation is called “X” is that they belong to a generation that does not have a specific designation. They are also called “X”, meaning unknown because they come right after Baby Boomers and have close relationships with them in their business life. Generation X is the generation that has been neglected most by their families due to the fact that the previous generations have many children and their upbringing styles. The motivation to stand out in crowded environments as a result of this has manifested itself as individualization. Even though they were introduced to technology later, Generation X, which is as self-contained and loyal as possible, as well as an individualistic generation, has been able to adjust to this circumstance (Acılioğlu, 2015).

The years that define this generation are those in which the traditional family structure in the West began to shift, divorce rates rose, women were more involved in the workforce, and high unemployment rates were experienced (Kyles, 2005). In addition, America’s military and political failures in Vietnam, socialist and environmental movements in Latin America and Palestine are other important events of this period. Compared to Baby Boomers, this generation can be described as a generation open to change. When evaluated in terms of business science, it can be said that the X generation creates a more careful and attentive customer profile in a properly and honestly functioning market. Being careful and attentive while purchasing a product has also enabled this generation to develop a suspicious characteristic (Monteiro et al., 2020). The biggest reason for being skeptical is the unstable business environment this generation faces. The instabilities, high unemployment and job losses seen in this period can be considered as the factors that trigger the X generation to be more insecure and suspicious (İlhan, 2020).

This generation is also called the transition, lost, or sandwich generation because it is between two bright generations, like the Baby Boomers, a generation that laid the foundations of today and is famous for its hard work, and the technology-oriented Y generation (Erden Ayhün, 2013). Self-management from an early age has been a major factor in the independence of Generation X (Weston, 2001). In addition, the increase in diversity, the acceleration of change, the emergence of insecurity, and familial, economic, and social instability are other factors affecting the development of Generation X (Smola & Sutton, 2002). The basis of the X

generation is the phenomenon of “*working to live*”. They are individual compared to other generations. They want to have working flexibility and self-management ability in business life. They prefer to communicate directly with senior management. In addition, since most of the technological developments started in this period, they are the first generation to start using computers (Gürbüz, 2015). Generation X is the most experienced generation in today’s working life. This generation shares the same organizational environment with the Y and Z generations. Both influencing and being influenced by these generations are reflected in the organizational environment as richness. Although this situation sometimes manifests as intergenerational conflict, it also contributes to an interactive learning process between generations.

2.4. Generation Y

In the generation classification, the Y generation is examined as the fourth generation. The term was first coined in August 1993 to describe the adolescent youth of that time as distinct from the previous generation X (Reisenwitz & Iyer, 2009). This generation consists of people born between 1980-2000. Although studies on generations (Chowdhury & Coulter, 2006; Bakewell & Mitchell, 2003) adopt different dates (1980-1999, 1978-1995, 1977-1994, 1980-2002) to define the Y generation, these intervals do not determine the period to which the generation belongs. not considered useful. Therefore, the years 1980-2000 stand out as the most accepted interval in the literature (Artuk, 2021). Generation Y has been named “Why Generation” because of its structure that questions and scrutinizes every aspect of life and criticizes obligations (Aka, 2018).

Generation Y is also defined by names such as “Echo Boomers, Millennials, the Internet Generation, iPod Generation, Generation Why, Boomerang Generation, Nexters” (Durkin, 2008; Tyler, 2008; Eisner, 2005). This generation, known as the Y generation, is viewed as a new society that will produce tomorrow’s potential employees and managers (Taşlıyan et al., 2015). Most of the generation Y individuals who grew up with technology met computers at a young age. This generation has been shaped by the trends and fashions of the time, political and technological events. In other words, the rise of the media, instant communication technologies, the social network, the classical meaning and understanding of work, and socialization have changed the habits of this generation. Computer and internet technology have had a great impact on the generation (Levickaite, 2010).

Generation Y has grown up with digital media. So, they are best known for social networking thanks to computers. It enables their friends, families, or peers around them to easily access information or make it fun (Adıgüzel et al., 2014). It has been determined that the individuals in the Y generation are generally quite successful in the cycle between work and life. The reason for this is that they have been doing group work, extracurricular activities, or taking part in team sports since their childhood (Maier, et al., 2015). When Generation Y is examined in terms of

business life, they change jobs very often and do not stay in the same job for many years. Their entrepreneurial spirit and their unwillingness to be tied to a place can be put forward as the reason for this (Erden Ayhün, 2013). The Y generation, who does not want to do something without justification and is prejudiced in this regard, does not believe easily, seeks logic, and questions why (Yüksekbilgili, 2013). Generation Y is open to innovations, they can adapt technology to every aspect of their lives, and they have high self-confidence (Arslan & Staub, 2015). Some common features of the Y generation are as follows (Yüksekbilgili, 2013): They follow technology closely, prefer e-shopping more, have a great interest in learning, and are quite successful in this regard. In addition, this generation is successful in social relations, they care more about the present time than the past and the future, they change jobs rather than being connected to an organization for a long time, they like teamwork, and they adopt flexible working conditions. In addition to these, this generation can be considered as a bridge between the X and Z generations. As a result, the Y generation contains certain balancing functions between the X and Z generations, which are polar opposites.

2.5. Generation Z

Today, Generation Z is the last and most important generation in generation classification, with numerous studies from several disciplines (Djafarova & Bowes, 2021; Redmer et al., 2021; Vitelar, 2019; Chillakuri & Mahanandia, 2018; Gürbüz, 2015; Levickaite, 2010). Since the generation born after 2010 and called the Alpha generation is not yet 18 years old (Kırpık & Akdemir, 2018), information about this generation is not given in this study. There are different approaches in the literature (Djafarova & Bowes, 2021; Rosdiana, 2020; Chillakuri & Mahanandia, 2018) regarding the exact years in which Generation Z represents people born. Despite this, we can say that Generation Z is a generation consisting of people born after 1995 (Czainska, 2019). However, some researchers accept the year 2000 as the birth date of Generation Z. Therefore, there are researchers who define Generation Z as a generation born in 1995 or later, who are creative, intelligent, understand the technology, and exhibit innovative behaviors (Priporas et al., 2017).

The Silent Generation is another name for this generation. They are described as silent because they express themselves through communication tools and social media rather than through loud or physical force (Tandoğan, 2013). Generation Z and Generation Y are close to each other. However, there is a significant difference between them in terms of technology and internet usage. While the Y generation witnessed the development and evolution of technology and the internet, Generation Z was born in the most mature period of this period (Oral, 2013). Although technology and scientific development are constantly evolving, Generation Z has opened their eyes to the world as natural customers of this progress. Considering the opportunities provided by the technological developments of the era in which

Generation Z lives, it is seen that they have better conditions, and their experiences are historically quite different from other generations (Aydın & Başol, 2014). Generation Z Baby Boomers are the children of generations X and Y. As a result of this difference, the concept of family has changed in Generation Z. In the X and Y generations, women had made significant gains in their business and educational life. In Generation Z, the father and mother share both the housework and the family budget together. Therefore, many responsibilities from childcare to housekeeping are also shared by the father (Çelebi, 2020).

Generation Z has emerged as a unique and privileged group. Generation Z can be described as technologically intelligent, resourceful, and able to keep up with virtual communities swiftly, in addition to being a fast and complicated generation (Yıldırım, 2020). The capacity to reach information of Generation Z is much higher than the previous generations. Because the possibilities offered by technology are much more than in previous periods. Smartphones, tablets, etc. are suitable for use anywhere and anytime in daily life. Digital tools have become indispensable tools in the life of generation Z. The lifestyles of Generation Z are individual, and this generation socializes through social media (Taşdelen & Özkan, 2019). Generation Z uses technology quite well compared to other generations. Most of this generation has gone to university and has just started to enter the business life/market or has been working in the job market for a while (Czainska, 2019). Generation Z is the most equipped generation the world has ever seen in terms of technology use, global relations, and education (Turak Kaplan & Çarıkçı, 2018). The most important feature that distinguishes this generation from other generations is the rapid change of the period they witnessed (Altuntuğ, 2012) and the most important criterion of success in this generation is its ability to keep up with change.

Technology-dependent, fast, innovative, and numerous decision-making skills characterize this generation, which has developed worldwide communication skills (Turak Kaplan & Çarıkçı, 2018: 30). Since this generation belongs to the Millennium generation, positive qualities such as perseverance, freedom, loyalty, and responsibility predominate in individuals in this generation. Generation Z has a more entrepreneurial character compared to other generations. When considered together with the other qualities of Generation Z, it is seen that Generation Z has caused some important transformations in business and organizational sense (Chillakuri & Mahanandia, 2018). The active use of social media in marketing (Djafarova & Bowes, 2021; Kupperschmidt, 2000), new career approaches and developments in strategic human resources, postmodern organizational forms such as network organizations, matrix organizations, and learning organizations can be given as examples of these changes.

Calling Generation Z the digital generation is a frequently preferred approach in today's world. This generation is considered to be the first generation to grow up with

digital interaction and communication (Smith, 2017). Young people in Generation Z spend a significant part of their time on social media via smartphones. Applications such as Twitter, Instagram, Facebook, and TikTok have an indispensable place in the lives of individuals in Generation Z (Vitelar, 2019; Chillakuri & Mahanandia, 2018). Therefore, Z generation individuals continue their communication mostly with visual communication. Generation Z uses social media in establishing social relations, obtaining information, following the agenda, guiding consumption behaviors, and in many similar situations. When we evaluate it in terms of business, the consumption habits of Generation Z formed through social media are important. Because Generation Z is a larger community compared to other generations in terms of population and represents about 32% of the global population (Djafarova & Bowes, 2021). It is unthinkable for businesses competing in free-market conditions to remain indifferent to such a huge audience. For these reasons, we see that today's businesses use social media very actively as a marketing channel.

Djavora and Bowes (2021), in their study examining the effect of Instagram on impulse purchases in the fashion industry, found that Instagram is effective in the purchasing behavior of Z generation female consumers who use Instagram. The point that draws attention in this study is related to the quality of the advertisements given to Instagram. Namely, Generation Z consumers are influenced by the creative features of the advertisements placed on Instagram, not the quantity (Djafarova & Bowes, 2021: 7). In this case, it requires businesses that offer products and services for Generation Z to develop creative and original content. These general definitions about Generation Z alone are not enough to convey the importance of Generation Z in today's business world. Therefore, in the following sections, we will give the place of Generation Z in business under headings.

3. GENERATION Z AND SOCIAL MEDIA

Social media is a virtual platform that allows people to share their thoughts across time and space via the internet, provides numerous chances for users to use the internet's multimedia elements, and allows people to exchange ideas with others (Saritaş & Barutçu, 2016). Today, social media has become a common area of use for almost all generations (especially Y and Z generations). Individuals use social media to follow the activities of their friends, to monitor current developments, to spend their spare time, to have fun, to meet new people, to connect with other people, to buy products and services that meet their wishes and needs, and to share photos and videos (Doğan & Erkan, 2019). In short, we see that social media permeates every aspect of human life today. Since this study is about Generation Z, it would be useful to briefly mention the importance of social media for this generation.

For Generation Z, social media is extremely crucial. Onursoy (2017) found that generation Z defines social media with metaphors such as “diversity”, “globalism”, “speed”, “happiness” and “humor” (Onursoy, 2017). In the study conducted by

Doğan & Erkan (2019), it was determined that Generation Z defines social media with metaphors such as “*world*”, “*ocean*”, “*friend*”, “*life*”, “*sun*”. According to another study, it has been determined that the use of social media by Generation Z is moderate and the men in this generation see themselves as more competent than women (Tutgun-Ünal & Deniz, 2020). The results of another study showed that Z generation individuals spend a significant part of their time on YouTube, they develop a para-social relationship with YouTube vloggers, and the vloggers with whom they establish a para-social relationship in purchasing intention and purchasing behavior are important (Oyman & Akıncı, 2019). According to another study, Generation Z mostly uses Instagram, Snapchat, and Spotify. In addition, these platforms affect the personalities of Generation Z and become an important part of their development, shaping, and socialization processes (Bolton, et al., 2013). In addition, another study shows that social media platforms such as Instagram, Facebook, Twitter, and Snapchat exert significant pressure on Generation Z employees to purchase new products (Jacobsen & Barnes, 2020). A study examining the effects of professional athletes on generation Z through social media during the COVID-19 pandemic has shown that social media has different effects on generation Z. It has been observed that athletes affect their followers in different ways, especially in combating the pandemic (Beaupré et al., 2020).

4. THE JOB PERCEPTION OF GENERATION Z

Today’s technological advancements have had certain ramifications for businesses and employees of Generation Z. In this context, Z generation employees prefer to use technology more intensively in their business life (Rosdiana, 2020). Therefore, they consider technology as an indispensable element in the career development process. The intensive use of technology has created more interaction between people on a global scale. As a reflection of this interaction, Generation Z employees reject many traditional patterns. For example, some social and religious prejudices towards women’s participation in working life are no longer respected in countries such as Türkiye. In addition, Z-generation employees want their ideas to be taken into account by managers in the workplace (Ozkan & Solmaz, 2015). Human rights, individual freedoms, corporate governance, corporate social responsibility, transparency, and similar concepts, which are on the agenda today, can be shown as important factors in this situation.

This generation also makes extensive use of information and communication technologies. Furthermore, Generation Z is the driving force behind a slew of other changes in the workplace culture and structure. There is a new generation workforce in all world markets. Therefore, employers and managers should adapt their work environments and practices to these innovations. Generation Z makes great contributions to the organization they are in, such as technology and technology-based organizational culture, social communication networks, new business

practices, and contemporary management styles. This generation brings energy and innovation to workplaces and serves a new management approach accordingly (Latif & Serbest, 2014).

Ozkan & Solmaz (2015) made important findings in their research on the perceptions of Generation Z regarding work. Employees in Generation Z place a high value on teamwork and the social environment. Therefore, businesses must foster a welcoming and team-oriented work environment for Generation Z employees. This is because of the fact that the employees in this generation desire more project-based jobs where teamwork is important (Ozkan & Solmaz, 2015). In addition, Z-generation employees want to guarantee their future because they have high self-confidence (Chillakuri & Mahanandia, 2018). For this generation of employees, working life is seen as a medium where they can realize their dreams. In addition, employees will experience a greater sense of job security if they believe that a business has made a significant investment in them and that it is ongoing. Because there is always a high probability that a business will retain a resource in which it has invested heavily. Employees also need to be sure of this (Montana & Petit, 2008). Otherwise, Z-generation employees become unhappy, and as a result of unhappiness, their intention to leave their jobs increases (Ozkan & Solmaz, 2015).

In addition to factors such as the importance given to teamwork and the social environment, high self-confidence, and perseverance, the desire to be free and independent may also have an impact on the turnover intention of Generation Z employees. This is because the employees in this generation are loyal to their profession rather than the organization. Therefore, when they find another organization that offers better opportunities, their intention to leave may increase (Chillakuri & Mahanandia, 2018). A high intention to quit is not a desirable situation for businesses since a high employee turnover rate means extra costs for businesses. Finding and employing new employees with the same qualifications instead of employees who left the job, their training, and orientation, and job losses during this period can be given as examples of these extra costs.

Factors such as learning and development, trust, and job guarantee have an important place in the job perceptions of Generation Z. Furthermore, unlike previous generations, Generation Z places a higher value on respect and trust for their superiors (Lazanyi & Bilan, 2017). According to the results of another study, Generation Z does not attach importance to lifelong employment. Instead, they reveal their own special values and want their needs met. These needs include flexible working conditions, innovation, change, an opportunity for advancement, and working in a reputable company (Sidorcuka & Chesnovicka, 2017). Motivation is also an important concept in the perceptions of Generation Z regarding work. In this sense, there are different factors that affect the motivations of Generation Z. For example, having a meaningful job and loving what one does are examples

of these factors. In addition, financial security, flexibility, and work-life balance are other factors that are important in the perceptions of Generation Z about work (Kirchmayer & Fratričová, 2018). When all these factors are evaluated together, it is seen that Generation Z is realistic and rational in their perceptions of work. Because Generation Z thanks to the opportunities provided by technology, closely follow not only their own regions and countries but also the whole world.

Yıldırım alp and Güvenç (2020) conducted a qualitative study on the job perceptions of Generation Z and reached some important results. According to this, Generation Z values regular and disciplined working time, working conditions with work-life balance flexibility and services such as service, meals, and vehicles, values such as respect, openness, development, equality, communication, and employee satisfaction. They desire a management approach, fun, helpful and sharing co-workers, a comfortable office environment, and a workspace with intensive rest and activity areas (Yıldırım alp & Güvenç, 2020).

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5. INVESTMENT AND CONSUMPTION BEHAVIORS OF GENERATION Z

The investment and consumption behaviors of Generation Z have an important place in today's business world. Therefore, studies on the subject should be handled carefully. Rosdiana (2020) reached some important results in his empirical study on the investment behavior of Millennials and Generation Z. Namely, the financial literacy of Generation Z, their herd instinct, risk-averse, and risk perceptions have a significant effect on their investment behavior (Rosdiana, 2020: 777-778). The most striking point in this study is that Generation Z (Chillakuri & Mahanandia, 2018) who are independent, self-confident, and give importance to personal development act with herd psychology in their investment behaviors. The researcher did not explain the possible reasons for this situation. However, it is reasonable to assume that Generation Z will behave in this manner in order to avoid financial risks in investment activities.

Akgüneş (2021) examined the relationship between the risk-taking and risk-aversion tendencies of Generation Z in investment behaviors and their personality traits in an empirical study. This study tried to explain the risk-taking or risk-avoidance of Generation Z with personality traits. According to this, individuals who are extroverted, open to innovations, high openness (productive, innovative, etc.), and high emotionally balanced personality traits (patient, calm, etc.) take more risks. On the other hand, individuals with disciplined, analytical, and cognitive structures take less risk. Therefore, businesses that employ or intend to employ generation Z managers should consider these personality traits. For example, businesses that invest in markets with a high-risk appetite should prefer employees who are extroverted, open to innovations, productive, and patient. Businesses that invest in markets with low earnings and low risk should take care to employ employees who are disciplined and whose analytical features are dominant (Akgüneş, 2021).

Understanding Generation Z's consumer habits and manufacturing goods and services accordingly is a critical issue for today's enterprises. Because it has been mentioned before that the Z generation has an important place in the world population. So, it is not rational for businesses to remain indifferent to such a huge population. Therefore, it is important to closely follow the studies investigating the consumption preferences of Generation Z. Generation Z was born in a consumption environment dominated by fast living and fast consumption. The internet and social media have a great influence on the purchasing and consumption behaviors of Generation Z. Social media platforms such as Twitter, Facebook, and Instagram are the leading ones (Djafarova & Bowes, 2021). Therefore, unlike their parents, generation Z mostly shops online (Puiu, 2016). Even when they are physically in a store, they compare the prices of the products in the store with the prices on the internet and decide whether to buy the product accordingly.

When it comes to acquiring items or services, Generation Z is extremely picky. For this generation, brand value and image are crucial. However, they are not tightly bound to a brand, as they are open to change and have immediate access to different options. Since there is intense competition in the production of the same goods and services in the market, Generation Z desires continuous innovation and change. That's why businesses that produce products and services need to give importance to appearance and design in order to see demand. Generation Z conducts detailed research on the product by examining the product features on the internet pages and reading the feedback of those who have purchased the product before. As a result of these examinations, they prefer the best-selling, highest quality, and most useful products and services (Özkan & Solmaz, 2015).

Another factor that influences Generation Z's purchasing decisions is the brand they are passionate about. Therefore, advertisements and content published on social media platforms such as YouTube and Instagram affect the purchasing

behavior of generation Z. The fact that the content created is original and attractive attracts the attention of potential customers more (Puiu, 2016). According to the results of a survey of approximately 15,600 Gen Z members from 16 countries, 36% of Generation Z members participating in the research have a strong bond with brands. In addition, this link was found to be directly proportional to age. In other words, as age increases, brand loyalty also increases. In addition, nearly half of the participants stated that reaching the product quickly was effective in purchasing the product. Having different options for the same product was also considered as an important variable in the selection of the shopping place. This evaluation also coincides with the claims of different studies (Özkan & Solmaz, 2015). In addition to these, the originality and uniqueness in product design also affect the product preference of Generation Z. Although Generation Z mainly shops on the internet, they do not neglect to shop physically in stores (Biga, 2021).

6. THE CAREER EXPECTATIONS OF GENERATION Z

Generation Z's career management and professional development plans are inextricably linked to technological advancements. Generation Z adapts easily and quickly to change and new developments thanks to the advantages of digital technology. Since Generation Z has a high ability to adapt to innovations and changes, it is seen as an inevitable result that the working environment and working conditions will be different from today. For this reason, organizations where technology is used intensively and concepts such as innovation, creativity, and flexibility are important are considered among the priorities of Generation Z (Güler, 2016). With the active participation of Generation Z in business life, it is thought that the decisions will be made by the systems and artificial intelligence applications will have important functions in these decisions. Therefore, it is predicted that Generation Z will face fewer problems in career-related issues (Metin & Kızıldağ, 2017).

In an empirical study on the career perceptions of generation Z students, it has been seen that generation Z is inclined to multi-faceted careers and has a high desire to move through organizations. It has also been argued that Generation Z will be less loyal and will want to pursue international business opportunities. In addition to these, this study concluded that highly educated individuals are more willing to self-manage in their careers and the level of job change decreases as the education level decreases (Çetin & Karalar, 2016). Important information has been compiled in a conceptual study about the participation of Generation Z in business life and their careers. According to this, Generation Z wants to have a comfortable working environment with flexible working hours. For this reason, the majority of Generation Z prefers to be entrepreneurs. Generation Z believes that to be productive and show high performance in working life, the working environment should be designed in a modern and technological way and equipped tools and equipment should be found in this environment. In addition, work-life balance, organic organization rather

than hierarchical structure, opportunities for both vertical and horizontal career advancement, and opportunities and returns that provide moral satisfaction as well as material satisfaction are important factors that come to the fore in the career expectations of Generation Z (Taş et al., 2017).

Another study emphasizing the importance of technology in the career expectations of Generation Z was conducted by Ünlü & Çiçek (2019). According to this study Generation Z has made significant technological advancements and is deeply entwined with technology in business systems. It is thought that this situation will both be effective on internal performance and will make a great contribution to the business structures of Generation Z, which develops with technology (Ünlü & Çiçek, 2019). According to an empirical study investigating the career expectations of Generation Z through the concept of entrepreneurship, Generation Z students want to continue their education at a high rate and do not want to be employed in the public sector. Considering this finding, we can deduce that students can turn to entrepreneurship if they are properly guided and supported. The positive relationship between entrepreneurial tendency, need for achievement, tolerance for uncertainty, self-confidence, and locus of control is another important result of this study. In addition, in terms of career management, it has been observed that Generation Z gives high points to factors such as showing talents, enjoying work, securing the future, and social respect (İnce, 2018). These features must be considered in career development policies related to Generation Z. In addition, it is of great importance for Generation Z to be given jobs that create opportunities for them to demonstrate their entrepreneurship and creativity (Aksu & Doğan, 2020).

When evaluated in terms of career adaptability, the very collaborative nature of Generation Z comes to the fore. Generation Z takes care to cooperate in the issues and solutions related to themselves (Solmaztürk & Gürer, 2020). This can be associated with the importance given to teamwork by Generation Z (Chillakuri & Mahanandia, 2018; Ozkan & Solmaz, 2015). When the career expectations of Generation Z are examined, it is seen that this generation aims for a career based on stability, work-life balance, and positive organizational culture. Generation Z does not attach much importance to wages in their career prospects. This situation can be attributed to the young age of Generation Z. Because as the age progresses, individual and family responsibilities increase more, and salary becomes an important variable in this process. In addition, Generation Z attaches importance to the career development policies of the organization in their career lives. They want top managers in the organization to support themselves with their positive leadership characteristics, motivate themselves to direct them to individual and organizational goals, and be their advisors in their career development (Barhate & Dirani, 2021).

Work-life balance is vital in keeping with Generation Z's job goals, as we said in the preceding paragraph. Because Generation Z gives importance to the satisfaction

they get from the job, not the number of hours they work daily. Therefore, in today's organizations, human resources management must arrange flexible working hours at a more desirable level for Generation Z. In addition, since Generation Z attaches importance to knowledge, experience, and personal development, it is necessary for human resources management to make training and development programs more attractive and professional. While all this is being done, the importance given to technology by Generation Z and their tendencies in using technology is among the issues that human resources management should consider (Lalic et al., 2020).

7. GENERATION Z AND ENTREPRENEURSHIP

Businesses play a vital role in a country's economic development. Businesses must run successfully and efficiently for development and development to be sustainable (Ensari, 2017). An important factor that plays a key role in achieving these goals is entrepreneurship. Entrepreneurship involves capturing ideas and transforming these ideas into products or establishing an enterprise that will bring services and products to the market (Küçükaltan, 2009). An entrepreneur, on the other hand, is a person who brings together all the production factors and produces a good that is thought to be valuable and takes the risk for the profit he will gain. According to this definition, entrepreneurs can both take risks and have high management skills (Aytaç & İlhan, 2007).

Entrepreneurship has important functions such as ensuring sustainable production, reducing unemployment, which is a chronic problem for all countries, ensuring efficiency and productivity, and developing innovative behaviors (Güreşçi, 2014; Güner & Korkmaz, 2011). Entrepreneurial thinking nowadays is based on being innovative and creative, being a pioneer, taking risks, and thinking competitively (Balaban & Özdemir, 2008). In today's business, where competition is intense and entrepreneurship and innovation are at the forefront, Z generation employees appear as an important variable. Because Generation Z is just beginning to dominate business life and their numbers are increasing day by day in the business world. In addition, Generation Z has an important place not only in the production of products and services but also in consumption and purchasing. In other words, not only on the supply side but also on the demand side, Generation Z consumers constitute a significant part of the population. For all these reasons, Generation Z stands out as a generation that needs to be studied carefully and carefully in the field of entrepreneurship. Because Generation Z is a generation that has the necessary features in entrepreneurship such as the need to achieve, the desire to be autonomous, the courage to take risks and self-efficacy (Vecchio, 2003).

Generation Z processes information very quickly thanks to the opportunities offered by technology and maximum benefit from this technology. The most distinctive feature of Generation Z is that they use technology to access information. Generation Z cares about individual communication, autonomy at work, and

superficial relationships without a sense of attachment (Kubátová, 2016; Bencsik et al., 2016). Therefore, Generation Z is more successful in individual studies, and this strengthens the idea that Generation Z will be more successful in entrepreneurship compared to the members of the previous generation. Based on these data, individuals with high entrepreneurial tendencies should be supported, trained and their motivation to start a business should be strengthened (Çetin & Karalar, 2016). These findings are consistent with the results of İnce (2018). These assumptions are also consistent with the results of an empirical study of university students in Romania. In this study, a clear distinction was not made because many behaviors and tendencies of Z and Y generation students were the same. An evaluation was made based on age. According to this study, it has been determined that students who receive entrepreneurship education are more willing to entrepreneurship compared to others. Therefore, entrepreneurship education is very important in developing entrepreneurial skills and establishing their own individual businesses (Frunzaru & Cismaru, 2021).

Educating Generation Z about entrepreneurship is also important for the economic performance of developing countries (Irawanto & Novianti, 2021). Because, in a free market, new forms of production and creative ideas in production are the fundamental talents required to provide value and acquire a competitive advantage over competitors. However, entrepreneurship education alone is not a sufficient move in the development of entrepreneurship. Because studies show that entrepreneurship education alone does not have an effect on the development of entrepreneurship in developing countries such as Indonesia (Irawanto & Novianti, 2021). In this study, while the pedagogic approach affects innovative behavior in entrepreneurship education, the alternative approach has no effect. Therefore, while providing entrepreneurship education, it is necessary to evaluate many factors together and to take into account the unique conditions of countries and even different regions within the same country. Otherwise, it is obvious that educational applications made with the copy-paste method will not produce the desired result.

Another factor affecting the entrepreneurial tendencies of Generation Z is whether they have an entrepreneurial family. Veciana et al. (2005) found that individuals whose parents are entrepreneurs are more interested in entrepreneurship. This is because children who observe the behavior and characteristics of their parents, who are entrepreneurs from a young age, take their parents as role models. They also have much more experience than children whose parents are not entrepreneurs. In addition, studies have shown that young university students are more open to flexible job markets and working conditions. This can be explained by the achievement needs of ambitious young individuals (Frunzaru & Cismaru, 2021; Milkman, 2017). Because achieving something in an environment of uncertainty and risks is considered a desirable and challenging task by Generation Z. Because Generation

Z desires to be independent and they stay away from the organizational hierarchy (O'Connor & Raile, 2015).

The entrepreneurial characteristics of Generation Z can be considered as a positive development for the entrepreneurship sector. Because Generation Z can perfectly represent the behavioral styles that are important in entrepreneurship, such as strategic agility and innovative behavior (Irawanto & Novianti, 2021). Generation Z is a digital generation (Erkut, 2021) and thanks to technology, they can access information quickly. After successfully processing the information obtained, it creates innovative and competitive strategies. In this case, the company goes beyond the traditional methods it used before (Lewrick et al., 2011) and develops new, fresh, competitive, and technology-intensive modern procedures. Despite all this, there are also studies showing that the entrepreneurial abilities of Generation Z are lower than the other generations. For example, according to Ensari (2017), entrepreneurship skills have not developed because Generation Z is young, insecure, inexperienced, and has low communication skills. In this study, it was also stated that entrepreneurial tendencies are affected by demographic variables. However, different applied studies that contradict each other in the literature do not negatively affect the importance of Generation Z in terms of entrepreneurship. Because all studies are carried out at a certain time, on a certain universe and sample, and within some limitations. Even these differences show how valuable this subject is. Because, as we said before, Generation Z has a very important place in the population in terms of both production and consumption, and it is unthinkable to ignore Generation Z.

8. THE FEATURES OF GENERATION Z

When we look at the empirical studies on Generation Z in the literature, it is seen that Generation Z sometimes exhibits contradictory behaviors. For example, Generation Z members want an interesting job, but they quickly get bored with their job. They express that they are open to development and want to improve, but they do not show patience for the learning process that requires a long time and effort. Although they tend to remain anonymous in the virtual world, they share images of their private lives abundantly on social media (Czainska, 2019). Although Z generation members are more individual, creative, reliable, and unsatisfied generation they have the characteristics of tolerance, self-confidence, and independence. It is novelty-seeking and socially conscious. In addition, considering that they like to act on their own, are impatient, and get bored very quickly, it is predicted that they will tend to change their jobs frequently and quickly consume material and moral values (Güngör, 2018; Chaney et al., 2017; Berkup, 2014).

In general, Generation Z is a generation that is not complex, intertwined with technology (Frunzaru & Cismaru, 2021), more individual, enjoys creativity and innovation, is result-oriented, safe but unsatisfied. However, there are some obstacles that prevent this generation from being successful. Examples of these

are having too many opportunities and difficulties in delaying entertainment. Generation Z individuals want to adjust the learning process when they want and under the conditions they determine. They like activities that allow creativity, they want to be active and pioneering, and their long-term memories can become active with games, storytelling, and dreams rather than memorization. While learning something, animation enables them to create their own examples (Yelkikalan et al., 2010). We have mentioned in the previous sections that the technological developments and advances in the 2000s and after are also important factors affecting the characteristics of Generation Z. Desire for change and innovation, being more intimate with the virtual world, and the importance they attach to social media can be given as examples of these characteristics. As a result of all these effects and features, Generation Z comes to the forefront with its ambitious, self-confident, fast access to information and visual communication features (Chaney et al., 2017). Considering the information explained above, the characteristics of Generation Z can be summarized as follows:

- They are open to continuous change and development.
- They desire interesting jobs where they can develop their creativity.
- They actively use social media in all areas of their lives.
- Critical perspectives have developed due to their rapid access to information and access to alternative information channels. That's why they are not easily convinced.
- Critical perspectives also have an important place in learning processes. Accordingly, they adopt the method of animation and storytelling rather than rote-based learning.
- They prefer a free life away from oppression.
- Adaptation skills to technological and virtual social environments have developed.
- Compared to other generations, the global communication skills of Generation Z are stronger.
- They give importance to teamwork and a peaceful organizational climate in their business life. In addition, being taken seriously by superiors, flexible working conditions, change, and innovation are among the issues that Generation Z attaches importance to in their working lives.
- Their level of awareness about career is high and they attach great importance to this issue. Inter-organizational mobility and even the pursuit of international job opportunities are salient elements of this generation's career prospects.
- This generation, whose consumption behaviors are largely shaped by social media and the internet, attaches great importance to brand value and image in the consumption of goods and services.

- The fact that the goods and services planned to be purchased have different options and access to them is fast and easy also affects the purchasing decisions of Generation Z.
- This generation is prone to entrepreneurship due to its features such as being free, innovation, change, and high achievement desires. Therefore, it is predicted that they will be successful in this regard when the necessary conditions and environment such as entrepreneurship education are created.

The positive features of Generation Z are listed in the above items. However, it is clear that the features that describe Generation Z are not always positive as absolute perfection in personality traits and behaviors is not possible. For example, Generation Z is a generation that lives fast, consumes fast, and is impatient. Although the speed and possibilities of accessing information are high, they are sometimes superficial in acquiring information. Their impetuous and impatient nature prevents them from collecting alternative and contradictory information from different sources and comparing them with each other. Instead, they accept the information closest to their subjective tendencies as the only truth and ignore the others. In other words, they prefer to be subjective rather than objective. These evaluations about the negative characteristics of Generation Z consist of the observations and comments made by the author based on the studies in the literature (Czainska, 2019; Güngör, 2018; Chaney et al., 2017; Berkup, 2014). Therefore, there is a need for more studies investigating the negative and deficient characteristics of Generation Z. Because we have mentioned before that Generation Z has an important place in today's business. In order to develop effective policies and strategies for Generation Z, this generation should be well known in all its aspects. Otherwise, it will be difficult to correct the deficiencies and faults in the steps to be taken regarding this generation.

CONCLUSION

Generation Z has an important place in today's business world. Generation Z constitutes a significant part of the population and is beginning to be the dominant generation in the business world. In addition, Generation Z is in the position of both employees and customers of enterprises. Therefore, businesses that know the consumption habits and purchasing behaviors of Generation Z and develop strategies accordingly will be more successful than their competitors. Therefore, employing Gen-Z employees is a big advantage for companies. That is because they can easily empathize with their potential customer as they belong to the same generation. Besides, their preferences and lifestyles are the same as their Gen-Z customers, and this makes it easy for these employers to carry out desired work outputs in the company.

Social media is the most important factor in the consumption behaviors of Generation Z. Social media platforms such as Instagram, YouTube, Twitter, TikTok, Snapchat and Facebook are the most popular platforms of Generation Z. In addition,

since Generation Z likes constant and rapid change, businesses must be based on constant change and innovation from product design to the way it is presented.

As business employees, Generation Z differs from previous generations in many aspects such as career expectations, entrepreneurial skills, superior-subordinate relations, innovation, and working styles. Employees with high motivation, organizational commitment, job satisfaction, working efficiently, contributing to organizational learning, and innovative behavior are important factors for business performance. Therefore, business managers should know these features well and develop human resources policies accordingly. That's why it's been tried to compile and present the most up-to-date information about Generation Z. So, this information will guide both scientists working on this subject and business managers.

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Biography- Edip Dođan

He was born in Adiyaman on 12.08.1986. Having completed his primary and secondary education in Kâhta, the author began to study the English language and literature department at Dumlupınar University in 2005. In 2008, he got the English teaching formation at the education faculty of the same university and graduated from this university in 2009. In the same year, he started to work as a lecturer at Adiyaman University and completed his master's degree at Adiyaman University, Institute of Social Sciences, Department of Business Administration. The author, who completed his doctorate at Inonu University, Institute of Social Sciences, Department of Management and Organization, is still a lecturer at Adiyaman University. The author, who has articles in international journals, has been a guest lecturer in countries such as Portugal, Poland, and Croatia. He is married and has three children.

CHAPTER-2

GENERATION Z AND WORKPLACE: PERCEPTIONS, EXPECTATIONS, AND MOTIVATIONS

Emine Karakaplan Özer

- ❖ Adiyaman University
- ❖ 0000-0003-0710-8850
- ❖ eminekarakaplan@gmail.com

Bünyamin Akdemir

- ❖ Inonu University
- ❖ 0000-0003-2285-5643
- ❖ bunyamin.akdemir@inonu.edu.tr

GENERATION Z AND WORKPLACE: PERCEPTIONS, EXPECTATIONS, AND MOTIVATIONS

INTRODUCTION

Generational differentiation is an undeniably important universal fact in terms of sustainability and today's working environment (Angeline, 2011; Bencsik et al., 2016; Jiří, 2016; Mücevher, 2021; Sobrino et al., 2019). The characteristics and differences of generations play a vital role in organizations in terms of recruiting and developing, coping with change, motivating, encouraging, managing employees, and increasing productivity, competitiveness, and service efficiency. The ability to embrace diversity and transform competitive advantages into opportunities reveals the success and competitiveness of an organization (Jiří, 2016: 105).

Different generations working in modern organizations have different values and points of view, but they are faced with the obligation to work together to achieve common goals (Alkan, 2020: 130). Historical, economic, social, and cultural experiences of employees can affect their values, behaviours, and attitudes at the workplace (Angeline, 2011: 249). They also have different career needs and expectations. Currently, organizations employ the silent generation, the baby boomer generation, generation X, generation Y, and generation Z together (Mücevher, 2021: 860). Consequently, generation gaps are becoming more noticeable in organizations. Organizations learn from experience that generation gaps lead to conflicts, communication barriers, and disputes. In addition, the poor quality of communication and intergenerational conflicts can lead to the deceleration of processes and the inability to evaluate the opportunities (Desai & Lele, 2017: 803). Therefore, it is important to analyse the generations well, to be able to identify their perceptions, expectations, and sources of motivation in order to anticipate and take precautions against many problems that are likely to live in organizations.

Generation Z is a generation that has just taken roles in organizations and will guide the future of organizations. In this regard, it is important for organizations to consider generation Z, which will occupy a prominent position in the human resources of organizations and will be the executives and employees of the future. If organizations want to attract and retain generation Z, they must meet the expectations of generation Z about working life and make preparations for them, know their characteristics, abilities, and competencies, realize their potential, and reveal their expectations (Mücevher, 2021: 858).

The purpose of this paper is to enhance the understanding of Generation Z in workplaces and to present new insights regarding their perceptions, expectations and motivations. Career expectations, personality traits, and abilities of Generation Z individuals differ significantly from other generations. It is possible for the organizations both to benefit from these differences and have difficulties in managing them. Therefore, the management processes should be improved by studying

generation Z (Sucu, 2021: 849). Executives need to know them well and understand their career prospects in order to manage them (Sucu, 2021: 853).

1. GENERATION Z AND WORKPLACE

The concept of a generation refers to the age groups of a society that were born at the same time. It also refers to the period that passed between one generation and the next generation (Büyüksulu, 2017: 3). It is difficult to terminate the intergenerational transition dates clearly but timelines at the borders mean certain common areas. Although the generations cannot be divided sharply, the characteristic features of those periods generally cover the whole group. In the literature, different names are used for the categories of generations and the time for the classification may change. The classification used by Bencsik et al. (2016: 92) is below:

	Veteran generation (1925 - 1946)
	Baby boom generation (1946 – 1960)
	X generation (1960 - 1980)
	Y generation (1980 - 1995)
	Z generation (1995 - 2010)
	Alfa generation (2010 +

Figure1: Time-line of generations (Bencsik et al., 2016: 92)

Although there are some disagreements as to the starting year of Generation Z, many experts agree that they were born after 1990 (Bencsik et al., 2016; Desai & Lele, 2017; Peterson, 2014), and another point of agreement is that this generation is technologically proficient, they are digital and they exhibit common characteristics such as consuming information through the media (Desai & Lele, 2017; Kapil & Roy, 2014). Generation Z is defined as “native speakers of the digital language of computers, video games and the internet” by Prensky (2001: 1).

The first generation that can be called global is generation Z (Bencsik et al., 2016; Maioli, 2017). This generation, which is interested in high technology, grew up in an uncertain and complex environment and thus shaped their perspective on business and the world on this axis. They are careerists, professionally ambitious, but besides this, the individuals of this generation are also at a high level in terms of technical and linguistic knowledge. Therefore, this generation is the sought-after workforce for employers. Employers should be prepared to make Generation Z active employees in the digital age (Bencsik et al., 2016: 93).

In addition to the fact that the norms of the Z generation are quite different compared to the previous generations, the words and expressions they use are also different. Generation Z was born into the world of technology, and they need to be surrounded by that environment in order to feel good (Bencsik et al., 2016: 93). Smartphones, smartwatches tablet computers are the devices that they use constantly and the way they communicate is by using platforms such as Instagram, FaceTime,

Snapchat, YouTube, and other online applications (Janssen, 2020: 4). Taş & Kaçar (2019: 659) listed some characteristics of generation Z as follows:

- They did not recognize a world without technology: they are intertwined with technology; they do not know a different world.
- It is easy for them to access information: it is especially important to access information and use the data they have as a whole.
- They can learn about different cultures: The ability to obtain and process data increase their learning speed and enable them to communicate with people all over the world, know various people, places, and cultures thanks to technology.

Mücevher (2021: 861) prepared a table consisting of the workplace characteristics of generation Z by examining some research from the literature.

Table 1: Workplace Characteristics of Generation Z

Creative	Collaborator
Self-managing	Fast, practical
Having weak organizational commitment	Intelligent
Individual	Flexible
Quickly bored	Have unlimited career understanding
Wants to have fun while working	Learning-oriented
Capable of making multiple decisions	Technological
Innovative	Independent
Development-oriented	Researcher
Inexperienced	Realist
Multitask	Leader
Tolerant of differences	Honest

Source: Mücevher (2021: 861).

This generation takes place on the career ladder for themselves, not because they want to meet the demands of others, and employers should not ignore this situation. As a result, they have intrinsic motivation, a tough entrepreneurial spirit, and they want to have an impact on the world. Along with their career goals, they also pay attention to work-life balance. Generation Z is not as optimistic as their predecessors in terms of the workplace (Bencsik et al., 2016: 94).

Avoidance from confrontation is easy for generation Z in workplaces because of the opportunities that new technology and networks provide. Because mobile devices are functionally ubiquitous, they can get involved without giving up. However, they do not have enough time or opportunity to deepen on events (Sobrinho, Toro, Labrador-Fernández, & Nicolás, 2019: 8). They have the ability to filter the information quickly and turn it into meaningful information for themselves.

Moreover, their ability to access the information easily and their interpretation allow them to have a broader perspective (Sucu, 2021: 852).

Taş et al. (2017: 1039) lists the positive characteristics of generation Z at work as follows:

- They know what they want.
- They have the feature of working individually and independently.
- They're honest.
- They can express themselves comfortably without going into any complex.
- Their entrepreneurial aspects and desires are high
- They demand a colorful business life where diversity is appreciated and less hierarchy.

Negative characteristics for generation Z are listed as follows:

- Disloyalty and their easy giving up can create problems for organizations.
- Being self-centered can cause problems that require teamwork.
- Their expectation of constant promotion can make the competition even tougher.
- Innovation expectations can make it difficult to get standard jobs done.
- Being hasty and impatient can devalue the professions that require time and effort (Taş et al., 2017: 1040).

Some companies start hiring Generation Z employee candidates as trainees from their first year of university. There are two reasons why they do this: first, to build relationships with potential employees before other companies, and second, to provide the candidate with critical thinking and problem-solving skills through early recruiting (Prensky, 2001:11).

Many executives believe that with the increase of generation Z in the business world, there will be more screens in business environments, paper and procedures will be reduced, flexible working hours and models are concentrated, many new tasks emerge, and they will turn into environments similar to movie sets (Taş et al., 2017: 1041).

A study conducted by Korkmaz & Çevik, (2014) determined that the most important criterion affecting the job choice of generation z is working in a workplace with a good wage policy. After this criterion, a workplace that offers career opportunities, a good working environment, job security, a workplace which is in relation with foreign countries, and up-to-date tools and equipment in the workplace criteria come (Cansever & Kızıldağ, 2019: 309).

Establishing cooperation between different age groups and managing conflicts arising from generational problems is one of the remarkable issues for businesses.

With the increase in retirement age, three or four generations have to cooperate and work together. The difference between the thought, attitude, behavior, and value systems of age groups and the flexibility and technical knowledge levels can be the source of conflicts. The management of these problems can be very challenging for businesses (Bencsik et al., 2016: 91). In workplaces, where people act collectively to serve a purpose, employees make it easier to reach the goals so happy employees mean happy employers.

2. WORKPLACE PERCEPTIONS OF GENERATION Z

Expectations, attitudes, and therefore behaviours about work may vary between generations due to important life events, cultures, and even the five senses (Angeline, 2011: 250). Members of Generation Z direct themselves with their career perceptions and interpretation rather than corporate career management practices. This generation adapts to a more transactional employer-employee relationship and takes more responsibility for their career development (Botezat et al., 2020: 72). Generation Z consists of individuals who are collaborative, creative, goal-oriented, less loyal, give importance to flexibility, and want to pursue international opportunities. They are the first generation born into the digital world (Çetin & Karalar, 2016: 162).

According to the results of research conducted by Mücevher (2021: 866), generation Z individuals consider themselves as good at human relations skills, art/sport/hobby, stability, learning and development orientation, sociability, reliability, responsibility, diligence, combat skills, and innovation. Characteristics such as leadership, technical skills, persuasion skills, assertiveness, self-confidence, teamwork, flexibility, and practicality stand out among other strong characteristics of Generation Z. The points that generation Z find weak in themselves are sensuality (inability to manage their emotions), lack of a foreign language, nerves/anger, fear/anxiety, timidity/shyness, trust problems, technical inability, impatience, poor memory, and laziness. Other prominent weaknesses of generation Z are easy abandonment, getting bored quickly, communication problems, stubbornness, inability to focus, selfishness, and haste.

Perceptions of generation Z will be discussed under the following headings in this section.

Education: Generation Z has a great drive to succeed. They make too many attempts to develop alternative plans. They witnessed that university graduates could not enter the job market easily and as a result, they saw university education as inadequate and sought complementary education (Sobrinho et al., 2019: 8).

Generation Z, who believe that their ability to innovate will lead them to success, are critical in their learning and working environments (Sobrinho et al., 2019: 7). 30% of employees from generation Z participating in a survey conducted by Adecco (2015: 7) indicate that the education they receive has failed to teach them

applicable “real life” business skills. However, 32% of the respondents stated that the education they received was beneficial in preparing them for a career. They express that the ability to find a job is the most important concern for them (32%) and that they believe that this is the case for their peers (38%). They state that their second-place concern is the cost of education. The results of the same study revealed that the greatest motivation for this generation at the workplace the advancement opportunities (87,18%), payment (60, 26%), and security (43,59%).

Taş et al. (2017: 1042) states that 65% of the jobs that generation Z will work in are jobs that do not currently exist in the world. Training cannot be planned for a job that does not exist but improving people’s abilities and learning skills is possible. Teaching methods such as visual, auditory, and tactile should be used together in the education of generation Z individuals as they learn faster and they have a high level of creativity (Sucu, 2021: 853).

Authority: Generation Z accepts authority of the superiors manage to develop strong relationships at the workplace (Iorgulescu, 2016: 49). The approach of generation Z to authority affects their adaptation to the working environment. They expect to be recognized as an individual and approached accordingly. Awards, bonuses, and promotions should be transparent and horizontal communication is preferred. Thus, while the dynamism of the lower echelons increases, the independent stance of generation Z increases the effectiveness of business decisions (Taş et al., 2017: 1045).

Change: Generation Z individuals like change and want to take part in the processes of change in organizations. With this change, both the diversity of products/services and innovative activities will increase. In addition, Generation Z individuals are bored quickly and want to start their own businesses and this tendency increases the turnover rate. In order to eliminate this issue, which seems to be a threat, making changes in management styles and ways of doing business can meet the needs of generation Z individuals (Sucu, 2021: 860).

Since generation Z live in the orbit of an eco-system where they are constantly connected, communicating, and interacting, they see success as possible with a good network. Since generation Z was born and raised in a world where everything (such as mobile phone models or versions of internet games) gets old quickly, they believe that knowledge will also get old quickly, so they will need to ‘constantly update’ their knowledge and themselves (Taş et al., 2017: 1040).

Teamwork: Generation Z prefers to work independently, and they are reluctant for the teamwork, but it won’t be a surprise if they involve in sub-groups in order to share information from social media (Adecco, 2015: 3; Akar, 2015). They prefer to act individually than teamwork and prefer areas that they can express themselves (Taş et al., 2017: 1033).

Communication: In the process of corporate cooperation, teamwork, and information flow between departments, the positive and/or negative effects based

on our thinking style depend on the communication style. This is true for all types of communication in workplaces such as verbal, written, and electronic. The methods applied, institutional principles, regulations, and tools affect the successful functioning of the institution with effective communication, but the generation of the employees is also important to determine the method of communication and information transfer (Bencsik et al., 2016: 90).

Generation Z members are not good listeners, and their interpersonal skills are not adequate. Their communication skills are not developed, and they are weak in establishing relationships. They prefer to communicate on the web and socialize on the net without personally meeting with anyone (Jiří, 2016: 109). Long verbal expressions, inferences, and face-to-face meetings are the situations they generally avoid. They think that intelligence and knowledge are more valuable than an academic title. They talk little but chat a lot (Ortega et al., 2019: 497).

According to a study conducted by Büyükuslu (2017: 41), generation Z participants stated that it is very important for them to be able to share their ideas with others. In addition, it is important for these individuals to speak honestly. Being polite and helpful when talking to people and listening to the problems of their colleagues are also essential.

Values: The results of a study conducted by Pishchik & Spivachuk (2020: 1) show that the values of generation Z are conservatism and self-transcendence, universalism, kindness, security, and independence. This generation is not interested in the color, religion, or sexual orientation of the people they work within their workplace. What they are looking for in people is honesty, sincerity, and competence (Miller, 2018).

For generation Z, pragmatism and realism are highly respected values. They are looking for honest qualities in their whole life while looking for their own differences. Everything that is pre-packaged, homogeneous, and undifferentiated creates for them the perception of unreality and unreliability (Larkin et al., 2018: 236).

Empowerment: According to results of a study conducted by Sobrino, Toro, Labrador-Fernández, & Nicolás, (2019: 7) generation Z state that they have less impact in their workplaces and are less capable of autonomy. They mention that they encounter obstacles at the point of empowerment and that they experience difficulties arising from an inappropriate and outdated hierarchy. They emphasize the need for challenges and leaders to help them develop their skills and strengths (Sobrino et al., 2019: 7).

Uncertainty: Generation Z is passive in uncertain situations such as crises or economic depression. They allow the crisis to rule them, and even if they are well prepared, the crisis seriously affects them (Sobrino et al., 2019: 7).

Loyalty: The results of a survey conducted on generation Z by Adecco (2015: 6) revealed that most participants believe that the initial work experience should be 3 years or less. More than a quarter of respondents (27%) believe that it is necessary to stay in the first job for 1 year or less, and more than half of respondents (56%) believe that it is necessary to stay in the first job for 2-3 years. These results show the eagerness of generation Z to progress in their career and their perception of they shouldn't work for a company for long years.

Human resources professionals recognize the need to radically change traditional HR activities to recruit, manage and develop Generation Z employees. In order to attract the attention of Generation Z members, employers start to use social media (Prensky, 2001: 11).

3. WORKPLACE EXPECTATIONS OF GENERATION Z

Members of Generation Z are not less ambitious than the previous generations, but their expectations for the future differ. Dreams like having a child or owning a house are not at the top of their list. Generation Z members seek a clearer career path and a desire for stability. However, they offer workplaces digital skills and a future-oriented perspective (Sánchez-Hernández et al., 2019: 6).

The expectations of this generation regarding executives, workplaces, and work are discussed under different headings below.

Expectations From Executives: Generation Z does not like authoritarian management, instead they adopt more democratic management. Being supervised does not bother them (Taş & Kaçar, 2019: 669) but they expect their executives to listen to their ideas and value their feelings (Bucoveçchi et al., 2019: 27). They also prefer to work with leaders who are democratic, honest, visionary, and have improved communication skills (Şahbaz, 2019:79). They are dissatisfied with differences in rank and authority in organizations. They demand their personal space in all matters and have low feelings of loyalty. For these reasons, people in managerial positions should take steps to improve these employees' personal views and approaches (Kavak, 2020: 34).

Generation Z employees expect their executives to be role models with their attitudes and behaviors. They work in harmony with executives who monitor their performance, warn and guide when necessary. They want feedback and to be rewarded (Büyüksulu, 2017: 39). They want to have a good sense of differentiation and improve themselves. They look for a strong personality and a subtle spirit from their leaders. The person they want to see as a leader should be the one who not only trains them in their business life but is always there for them supports them and guides them (Kavak, 2020: 35). Generation Z members expect their executives to give them time and freedom to come up with innovative ideas. They also expect their executives to know that they have valuable insights and skills (Miller, 2018).

In organizations, the organic structure is more suitable for generation Z instead of a mechanic structure. Because generation Z individuals want to work where there is information sharing rather than following the rules and an organic structure provides flexibility within the organization by giving importance to innovation and it evokes technology (Arar, 2016: 103).

Expectations From Workplace: Generation Z employees expect flexibility from their workplaces in order to balance work and life. They also enjoy challenging working conditions and seek training and mentorship for clear skills acquisition processes (Sánchez-Hernández et al., 2019: 6). Expectations of them from a workplace are transparency, equal opportunity, where they can express themselves freely and away from the hierarchy. Generation Z doesn't like details, they focus on results and think compactly (Taş et al., 2017). They don't like formalities and prefer practical knowledge, not theoretical knowledge. They want to work in environments that allow them to be creative, and they prefer to participate in programs that teach while having fun. Generation Z individuals are eager to develop themselves and prove themselves, so they prefer workplaces that offer various learning and development opportunities (Bridger, 2014)

According to the results of a study conducted by Büyüksulu (2017), generation Z individuals express that it is important for them to work in organizations where employees are always informed about what is happening inside. The steps were taken by the company, the announcement of the differences that will occur within the company, and the sharing of the decisions with the employees is important for this generation.

The positive impact of the modern and technological design of offices prepared for generation Z individuals will be noticeable in the name of efficiency and effectiveness. For this generation, where technology is an indispensable part of their lives, it is necessary to have computers, office tools, and equipment that should be provided to them for the working environment (Arar, 2016: 100). In addition to working remotely, for generation Z, the office is also very important, because the results of a study conducted by Larkin, Jancourt, & Hendrix (2018: 237) revealed that eighty-four percent of this generation prefers face-to-face communication with their employers.

It is important for organizations to create an atmosphere where generation Z can improve themselves in order to recruit and retain new employees. Generation Z individuals expect a working environment in which they work independently, communicate, and design structure (Scheuerlein, 2019: 24). Generation Z is a generation that can embrace change, expects a different environment, has confidence in their jobs, and wants to feel valued in their workplaces (Harris, 2020: 13).

According to the results of a study conducted by Sobrino et al. (2019: 7) generation Z believes that they should be the pioneers of change. This generation

states that their purpose in the workplace is to change and transform. Bureaucratic, administrative, and hierarchical processes are very slow in decision making and therefore need to be made more efficient. In addition to transforming and improving workplaces, it is also necessary to make them entertaining and motivating.

Individuals belonging to this generation, who have an individualist and competitive structure, care about privacy. For this reason, members of this generation prefer individual offices rather than open-space offices (Miller, 2018) but research carried out by Iorgulescu (2016) on generation Z individuals revealed that 47,7 % of participants prefer to work in large-space offices and with a large team which is a converse result. 34.6 % prefer to work independently in their private office. Workplace designs that can be easily changed, rebuilt and reused, and surrounded with technologies are preferred (Larkin, Jancourt, & Hendrix, 2018: 238). Buildings should be equipped with technologies that are suitable for working efficiently day and night in terms of use, experience, safety and spatial design, and security (Larkin et al., 2018: 235).

Expectation from Work: Generation Z, which uses computers and digital technology intensively, prefers texts to speech and computers to reading. Individuals of this generation do not spend much time outside, they communicate online, and cannot imagine a life without a computer or cell phone. They are unaware of a life without technology (Taş et al., 2017: 1033). Growing up in the shadow of fast technology and easy knowledge, this generation is hasty in every job. They want everything, everywhere and now. They are accustomed to downloading and using everything they are curious about in their minds within seconds. Compared to millennials, it will take them longer to learn to be patient. This generation's impatience and boredom make it even harder to retain them (Taş et al., 2017: 1041).

Filling in weekly working hours or being exposed to an inflexible structure within certain patterns is not at all desired by people of generation Z (Kavak, 2020: 33). A working environment with a set of working styles and programmed activities should be provided for generation Z (Larkin et al., 2018: 238). Their inclusion in environments to provide ideas and solutions will make them happy about the job.

Workplace commitment is less important for Generation Z than for previous generations. Compensation and benefits are important. This generation does not consider work as the main meaning and purpose in their lives. They consider work from a more realist and pragmatist point of view and see work only as a way to earn a living. They prefer a pleasant working environment, but financial stability is more important for them (Miller, 2018).

The results of a study conducted by Racolța-Paina & Irini, (202: 81) with human resources specialists indicate that members of Generation Z, especially those who do not have work experience, have an unrealistic salary demand in the opinion of experts. The most expected factors after salary include flexible working, transparent

communication, other salary benefits, opportunities for progress and opportunities to achieve challenging projects

Arar (2016: 104) lists the expectations of generation Z from work as follows:

- Flexibility at work and time; mobility, if possible,
- Work-life balance
- Organic organizations rather than a hierarchy,
- The possibility of career advancement both vertically and horizontally,
- Tasks in which creativity and technology are integrated,
- Meaningful jobs,
- Evaluating the success with the work s/he does not with the hours,
- Opportunities and feedbacks that provide not only material satisfaction but also moral satisfaction,
- Individual offices, as they prefer to work individually rather than in a team spirit,
- Technological equipment (computer, internet, etc.).

4. WORKPLACE MOTIVATIONS OF GENERATION Z

Motivation is the formation of a desire for employees to transform their abilities into performance. Thus, motivated employees will strive to achieve a work-related goal. Therefore, employers need to pay serious attention to motivation (Mahmoud et al., 2021: 195).

There are prominent motivation theories explaining the motivation process. Two of these theories are Maslow's Hierarchy of Needs and Herzberg's Two Factor Theory. The third theory is the self-determination theory developed by Ryan and Deci (2000) and consists of three types including amotivation, intrinsic motivation, and extrinsic motivation. According to this theory, individuals are amotivated or motivated. Amotivated individuals may not be able to answer a question such as why they want to be employed because they have no desire to work. Amotivation means the absence of both intrinsic and extrinsic motivation and a lack of willpower. However, motivated individuals are motivated in the internal dimension and in the external dimension. Intrinsic motivation is when people do tasks and challenges because they find it pleasant and enjoyable. Extrinsic motivation, on the other hand, is individuals' fulfilment of their duties for the desire for approval, popularity, and rewards (Mahmoud et al., 2021: 196).

Generational characteristics have a strong impact on the working attitude and motivation of employees. But all generations don't have similar motivational effects. Each individual is a social and psychological person so ignoring the generational differences and their effects to working life (motivation, satisfaction and value

factors, etc.) can reduce productivity, performance, success and harm the well-being of employees (Alp et al., 2019: 809).

For generation Z, their love and adoption of work are vital. If they do not like their job, they can immediately make a change and continue it until they arrive at the point of satisfaction. Therefore, generation Z individuals, who can be motivated by internal sources of motivation (satisfaction, satisfaction, pleasure, diversity, creativity) and are extremely confident, prefer to plan their future with individual decisions and responsibilities (Alp et al., 2019: 809). Like work, they tend to consume information quickly and they are as quick and hasty in working as they are in everything else. Therefore, it can be said that the sense of loyalty of this generation that lives with an “I” focus is low compared to other generations. Every working environment where generation Z is, open to innovation and difference, adopts flexible working styles, accepts project-oriented working techniques, and is open to in-group task rotation (Alp et al., 2019: 808).

This generation will choose a career that is in their best interests, not in the name of pleasing others, and employers should be aware of this. This situation comes from their internal sources of motivation. They have an entrepreneurial spirit and a desire to influence the world. Work-life balance and workplace stability are especially important for them. This generation is not as optimistic as individuals belonging to previous generations. Some of them are worried about unemployment, while others feel stuck in their careers and unable to develop their abilities (Bencsik et al., 2016: 94).

Generation Z is considered as a well-educated and constantly improving generation in the workplace. As they do not get lost in detail and can pinpoint, they can play a major role in the efficient operation and success of companies. Their sense of belonging is low, and they give up quickly so organizations can hardly keep this generation of employees so studying the motivational sources of this generation is essential (Taş et al., 2017: 1033).

The most primary factor motivating generation Z employees is transparency in both communication and executive activities. Other factors that motivate them after transparency are leadership, recognition, a leader’s tolerance for failure, participation in challenging projects, a delegation of their activities, a personalized career plan, salary, and flexible working hours (Racolța-Paina & Irini, 2021: 83). Large entertainment areas, continuous development, technology, challenging projects are the other factors that motivate this generation (Ortega et al., 2019: 497).

For this generation, besides making money, job satisfaction is also important. They adapt to the speed of knowledge and time instantly and these individuals seek to have fun while working and to learn continuously. They have become the most important asset that businesses need, especially because they have the opportunity

to rapidly develop their skills with the great effect of technology (Taş et al., 2017: 1034).

The results of a study conducted by Büyüksulu (2017: 47) reveal that the friendliness of the people with whom generation Z individuals work and the praise they receive from their executives motivates them. Additionally, accomplishing something, having the opportunity to develop skills and abilities, getting a promotion are the other influencing motivators. Racolça-Paina & Irini (2021: 81) conducted a study with Human Resource experts and they state that in order to motivate generation Z individuals, a personalized career plan, support to achieve personal and professional goals are needed. Salary, feedback, and flexible working hours are also motivational factors. Individuals of Generation Z, in comparison with previous generations, are constantly waiting for support and feedback. The feedback that used to be done annually or biannually is not enough in a motivational dimension for this generation.

Miller (2018) states that generation Z individuals prefer to talk face-to-face in communication, despite the fact that they are technology-oriented. He notes that social media is highly effective for this generation, but authenticity and honesty are important values they are looking for in the communication process on issues that are important for them. However, interacting with generation Z requires a balance between communicating directly and interacting online. Both are important and they need to feel connected in both directions to be fully satisfied (Miller, 2018). The realization of the training and induction processes necessary for new positions through remote access via computer modules or smartphones are also attractive applications for generation Z. Organizations that offer this type of accessibility will be more preferred by this generation because flexibility is an important factor for them (Maioli, 2017: 5).

Generation Z is highly motivated and has an entrepreneurial spirit. Therefore, jobs that have to mean are more attractive for them. For generation Z, loyalty should not be limited to the loyalty of employees but should be mutual between the company and the employees (Taş & Kaçar, 2019: 658). While other generations may be motivated by classic career models or the expectation of a high salary, having a meaningful job is essential for generation Z. Work is not a goal in itself, it should have a deeper meaning. To achieve these goals, the workplace does not matter. The younger generations, who reject traditional office spaces and workplaces with the current culture and strict hierarchy, see this type of working life as an obstacle to productivity. On the contrary, they adopt independent and flexible working models in which the type of work and the content of the activity are separated from time and space (Alp et al., 2019: 808).

Kirchmayer & Fratričová (2020: 6024) listed the factors motivating generation Z based on the results of their research. These factors are shown below in Table 2.

Table 2: Factors Motivating Generation Z

Factors	% of respondents
Enjoying work	64,7
Co-workers	36,6
Reward	34,5
Achievement	33,6
Career advancement	11,9
Personal development	11,5
Recognition	11,5
Workplace	10,2
Leadership	9,4
Work of interest	8,5
Good day	7,2
Private happiness	6,8
Impact	6,0
Remaining factors total (including freedom at work, workload, work-life balance, flexible working time, etc.)	4,3 (Each item)

Source: Kirchmayer & Fratričová (2020: 6024).

The results of a study carried out by Mahmoud et al. (2021: 204) investigating the motivational differences between generations reveal that generation Z employees are more sensitive and reactive to impulsive situations compared to generation X and generation Y. This explains the increased levels of motivation and lower overall work motivation scores of generation Z.

The practices regulated are not motivators for generation Z employees. In addition, this generation is more motivated to work apart from the activities transferred them from previous generations and they give importance to intrinsic motivation. Organizations should place greater emphasis on tangible rewards such as wage increases and non-monetary benefits. However, since many jobs are not intrinsically motivating, it is recommended that they identify regulated approaches, such as the internalization of task value (Mahmoud et al., 2021: 205).

CONCLUSION

The aim of this study is to enhance the understanding of generation Z in workplaces and to present new insights regarding their perceptions, expectations, and motivations. In this context, first of all, under the title of generation Z and workplace, the characteristics of this generation regarding work are discussed. Then, perceptions of generation Z individuals about the workplace, their workplace expectations, and motivation sources were evaluated in the context of the literature.

Attracting and retention of talents is an important issue for employers nowadays. Especially, attracting and retaining employees of generation Z, whose organizational commitment is weaker than previous generations, is really hard. This difficulty

can cause many problems with the increase in the employee turnover rate in the organization. Knowing the dynamics of this generation, which will make up the majority of business life in a short time, and knowing their perceptions, expectations, and motivation sources will be helpful for organizations. This knowledge will primarily enable the implementation of practices that will make organizations attractive in order to be the winner of talent wars. In the next process, employers should be aware of the perceptions, expectations, and motivation sources of the generation and satisfy them to retain the talents.

This study is important because it contains the evaluation and results of many different studies in the literature on perceptions, expectations, and motivations of generation Z in workplaces. However, it will be illuminating to statistically evaluate the results of an applied study to be conducted on generation Z employees in future studies. Because the perceptions, expectations or, motivations of this generation, which has only recently entered the business life, can change from day to day, from culture to culture, from sector to sector. In order to evaluate all these, different studies can be carried out. Also, the relationship of their perceptions, expectations, and motivations with other variables can be researched.

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Biography- Emine Karakaplan Özer

She completed her undergraduate education at Çukurova University, department of English Language Teaching in 2004. She received her master's degree in business administration from Adiyaman University in 2013 and her doctorate degree in management and organization from Inonu University in 2019. The author, who works as an assistant professor at Adiyaman University, is also the director of the Career Development Practice and Research Center. She speaks English fluently and has studied in various national and international journals and congresses. She is interested in leadership, organizational behavior, human resources management, and entrepreneurship. She is married and has two children.

Biography- Bünyamin Akdemir

Bünyamin Akdemir is professor of Business Administration. He received his M.A (1999) and Ph.D. (2004) in Business Administration from Inonu University. His areas of expertise include organizational behavior, strategic human resources management, leadership, and strategic management. He conducted many theses and projects. He published four books, and also numerous articles in many journals and congresses, receiving many citations.

CHAPTER-3

AN EVALUATION FOR Z GENERATION EMPLOYEES

Gülşen Kırpık

- ❖ Adiyaman University
- ❖ 0000-0003-4785-9624
- ❖ gkirpik@adiyaman.edu.tr

Ergün Kara

- ❖ Osmaniye Korkut Ata University
- ❖ 0000-0002-7815-1111
- ❖ ergunkara@osmaniye.edu.tr

Attila Kaya

- ❖ Osmaniye Korkut Ata University
- ❖ 0000-0002-2479-5173
- ❖ akaya501616@gmail.com

AN EVALUATION FOR Z GENERATION EMPLOYEES

INTRODUCTION

Generation Z represents a very important generational change in the business world. As this generation begins to enter the labor market, the need for a better understanding of the distinctive features of Generation Z has become important (Gabrielova & Buchko, 2021). In today's businesses, there are four generations living and working today: Baby Boomers generation, X generation, Y generation and Z generation (Panwar & Mehta, 2019; Iorgulescu, 2016). The collaboration of four different generations in the business world leads to significant changes in issues such as business rules, ways of doing business, and manager-employee communication. Accordingly, the characteristics, needs, qualities, preferences, working styles and attitudes of the Z generation, who have recently entered the business world, are quite different from those of other generation employees. It is very difficult for business owners and/or managers to recruit and retain this generation without a proper understanding of this generation (Singh & Dangmei, 2016). Because the Z generation seeks things in the workplace that the previous generation employees did not care about (Cham, 2019).

It can be said that the Z generation employee draws attention in the business world with their differentiating characteristics. In fact, Generation Z wants the work environment in which they work or can work, to be compatible with the work values they have adopted. These values, especially in the workplace, are the ability to work for a long time, and this is very important for his career. The fit that the Z generation employee is looking for can include many dimensions such as person-environment (P-E) fit, person-organization fit, person-manager fit, person-job fit, and person-occupation fit. The incompatibility of the employee's work values with the environment can lead to dissatisfaction and turnover, which is a problem specific to the current young generations (especially the Z generation) (Campione, 2015; Su et al., 2015).

Although millennials grew up in the '90s, a time of peace and prosperity, and the birth of the internet, many millennials grew up in the post 9/11 era, when fear and vulnerability consciousness prevailed. It can be said that the great recession, terrorism, war, the 4th Industrial Revolution, and economic uncertainties in the early 2000s also greatly affected the Z generation who grew up in this period (Oringo et al., 2020; Otieno & Nyambegera, 2019; Rodriguez et al., 2019; Coombs, 2013). It may be due to the negative impact of these environmental events that Generation Z employees avoid risk, and at the same time, their expectations for themselves are quite low (Oringo et al., 2020).

In this book chapter, the general and managerial characteristics of the Z generation employee in the business world are evaluated. In this context, the characteristics of the Z generation employee, their work values, their priorities in job selection, the

skills they desire to have in a successful career, their problems, and their managerial characteristics are emphasized. In the last part of the study, discussions, conclusions and suggestions about the distinctive features of the Z generation employee in the business world are given.

1. FEATURES OF GENERATION Z EMPLOYEES

One of the most profound changes in business and society is the emergence of the post-millennial generation, namely generation Z (Koulopoulos & Keldsen, 2016). Generation Z is the individuals born from the mid-1990s to 2010 (early 2000's) (Thacker, 2016; Arar & Yüksel, 2015). In the study conducted by Mosca et al. (2019: 66), it is stated that those born between 1995-2012 are from the Z generation. This generation employee has unique characteristics that are different from other generation employees (Graczyk-Kucharska & Erickson, 2020). However, there is also a non-theoretical consensus about the characteristics of Generation Z (Magano et al., 2020).

The main important events that affect the defining, distinctive or unique features of the Z generation can be listed as follows (Sakdiyakorn et al., 2021):

- September 11 attack
- Climate change and natural disasters
- Financial crises
- First African American President
- Legalization of same-sex marriages
- Ongoing racial and ethnic tensions
- The rise of young billionaire entrepreneurs
- Gun school attacks
- Suicide bombings
- Terror acts.

When the important events affecting it are examined, it is seen that natural, political, economic and terrorist events have an impact on the characteristic features of the Z generation. On the other hand, Generation Z can be referred to by different names in relation to the technology they were born into and the internet age. In other words, in the literature, generation Z, born in a techno-global world, is also called the children of the internet, post-millennial, digital generation, digital natives, unique individuals, media generation, .com generation, iGen or instant online. The most distinctive features of Generation Z are universality, benevolence, ambition, success, trust, independence, freedom, individuality, technology addiction, and speed (Gabrielova & Buchko, 2021; Sakdiyakorn vd., 2021; Goh & Okumus, 2020; Graczyk-Kucharska & Erickson, 2020; Maloni vd., 2019; Dolot, 2018; Schwieger & Ladwig, 2018; Lanier, 2017; Arar & Yüksel, 2015; Berkup, 2014).

Also, the Z generation are the children of PC, GSM and internet, so they are a complete technology generation. They are digital centered, they have grown thanks to technology, social networking. Technology is their identity, and new technologies are a natural environment for them (Gabriellova & Buchko, 2021; Kızıldağ, 2019; Dolot, 2018; Lanier, 2017; Singh & Dangmei, 2016; Bridge, 2015; Berkup, 2014; Coombs, 2013). However, the Z generation has high self-confidence and therefore they want to plan their future themselves (Schwieger & Ladwig, 2018; Berkup, 2014).

Apart from these, it is stated in the literature (Cyfert et al., 2021; McGaha, 2018; Mihelich, 2013) that the Z generation has a high level of emotional intelligence, is sensitive to environmental problems, provides continuous guidance, encourages equality, has a competent and relevant personality, and It is seen that the Z generation has a higher level of energy sensitivity, and they adopt the assumptions about sustainable development at an earlier age than previous generations.

The general characteristics of the Z generation employee towards the business world can be shown as in Table 1 below by making use of the studies in the literature (Gabriellova & Buchko, 2021; Sakdiyakorn vd., 2021; Filatrovi & Attiq, 2020; Potluri vd., 2020; Kızıldağ, 2019; Maloni vd., 2019; Rodriguez vd., 2019; Dolot, 2018; McGaha, 2018; Ratajczak, 2018; Schwieger & Ladwig, 2018; Deloitte, 2017; Lanier, 2017; Iorgulescu, 2016; Merriman, 2016; Thacker, 2016; Wozniak, 2016; Arar & Yüksel, 2015; Zimmer 2015; Berkup, 2014; Schawbel, 2014; Tulgan, 2013; Bovée vd., 2007):

Table 1: Characteristics that Distinguish Generation Z Employees in the Business World

The employment preferences of Generation Z employees are related to information technologies, economics, and humanities.	They promote a positive and inclusive organizational culture.
They see themselves as professional and permanent freelancers.	They get to work without needing any direction.
They value hard work.	They gather information from numerous online sources.
After hard work, they want to be rewarded.	They are knowledge workers.
They focus on pay and benefits.	They are part of information societies.
They develop strong work-oriented skills.	They can get information from multiple sources at the same time.
They are ambitious.	They can transfer learned knowledge to solve a complex problem.
They are focused on lifelong learning.	They use social networks as their primary source of information.
They are way too personalized.	They prefer interesting websites or portals.
They are extremely enterprising.	They look for jobs through social networks.
They are efficient and innovative.	They prefer to establish connections based on network principles rather than hierarchy.

They prefer to work independently.	They demand a very high level of flexibility in the workplace.
They want to progress quickly in the workplace.	They are willing to work from home when necessary.
They focus on a stable career.	In terms of mobility, they prefer overseas business travel, but do not want to relocate for work.
They want a career that has a positive impact on the world.	They give great importance to feedback.

On the other hand, generation Z employees have significantly different knowledge, skills (Mosca vd, 2019), and understanding than previous generation employees, although they have some similar characteristics with their previous generation Y employees (Maloni vd., 2019). For example, Z generation employees see their workplaces as an unfair and unfair two-layer system that prefers older generation employees (Ng & Parry, 2016), and accordingly, Z generation employees are not willing to change in order to meet all the expectations of the older generation employees (Weeks & Schaffer, 2019).

Apart from the main features in the business world, which distinguishes the Z generation employee from the other generation employees, some distinctive business values are also mentioned. For example, in the study conducted by Maloni et al. (2019: 3), seven work values that make the Z generation employee different from other generation employees are emphasized. The mentioned work values are named as “external, internal, social, altruistic, leisure, supervision and job stability” and their definitions and components are shown in Table 2 below.

Table 2: Business values

Value	Description	Components
Extrinsic	Tangible rewards outside of the individual	Pay, advancement, status, respect
Internal	Intangible rewards that reflect intrinsic interest in the job	Learning, maintaining skills, seeing results, creativity
Controller	Interaction and supervision with the supervisor	Feedback, instructions, personal commitments
Social	The need to belong or connect	Friends, contacts, common interests
Devoted	Motivation to help others and society through work, benevolent behavior	Useful for others, valuable for society
Free Time	Opportunity to spend time outside of work	Vacation, time for other things, slower pace
Stability	The need for long-term certainty	Retirement plan, health plan, stability

Source: Sakdiyakorn vd., 2021; Maloni vd., 2019; Dolot, 2018.

Similarly, in the study conducted by Iorgulescu (2016), it is seen that the findings obtained support the business values, which are stated by Maloni et al. (2019: 3), especially shown as extrinsic values. So, it is clear that Generation Z values tangible rewards in the business world, such as pay, advancement, status. In addition, it is expected that Generation Z will have features such as multitasking, efficient use of technology, individuality, creativity, global perspective, and preferring non-standard and personalized work (Potluri et al., 2020; Dolot, 2018; Berkup, 2014).

It is stated by Schawbel (2014) that the Z generation has a clear advantage over the Y generation because it is more realistic rather than optimistic. It is also stated that the Z generation employees are more career-oriented and can adapt quickly to new technology in order to work more efficiently. Similarly, in the study conducted by Arar & Öneren (2018), it was found that the Z generation employees, in a technoglobal world, are more realistic about career, optimistic, aware of opportunities, motivated by new experiences, and opportunities, smoothly, in career. progress is indicated.

2. MANAGEMENT FEATURES OF GENERATION Z

In the previous traditional structure of the Z generation, a career approach was exhibited in the form of working structure, education, and self-development of the person from within the organization depending on that education. In this career approach, it is essential to climb the steps sequentially with cooperation and interaction (Allred et al., 1996:19). However, Peterson (2014) states that the Z generation prefers to work alone, they try to learn every subject on their own, thanks to technological opportunities, because they are not too attached to the physical environment, they exhibit individual attitudes in solving problems, and for this reason, organizational culture, it states that it does not occur as it should in the Z generation. In addition, the Z generation has positive aspects in terms of organizations. First of all, this generation has the ability to work independently, being aware of what they want to do. There are also positive aspects such as being open to innovation, having an entrepreneurial spirit, being able to use different techniques and methods, not complaining about impossibilities as long as motivation is provided (www.turkishtimedergi.com).

Since the Z generation will be an important part of the human resources in the future labor market (Dolot, 2018), the issue of how this generation can be managed effectively and efficiently is among the important topics discussed today. In organizations, basically, there are two types of management. Mechanical organization and organic organization (Arar & Yüksel, 2015: 5). From the studies in the literature (Sakdiyakorn et al., 2021; Potluri et al., 2020; McGaha, 2018; Lanier, 2017; Arar & Yüksel, 2015; Berkup, 2014; Schwabel, 2014; Robbins & Judge, 2009; Robbins & DeCenzo, 2008), the information in Table 3 below was obtained..

Table 3: Characteristics of Organizational Structures

Characteristics of Mechanical Organization Structure	Characteristics of Organic Organizational Structure
Higher organizational structures	Flatter organizational structures
Central decision authority	Decentralized decision making
Lots of rules	Few rules
Fixed missions	Adaptive tasks, expectation of diversity
Strict hierarchical relationships	Relationships based on cooperation and sincerity
Official communication channels	Informal communication, face-to-face and personal communication, strong and effective communication
Cost minimization strategy	Innovation and innovation strategy

When the said organizational structures are evaluated in terms of the Z generation, it can be said that the organic management model, which is as loose and flexible as the Z generation would like to have, would be more suitable for the Z generation employees. In addition, Z generation employees prefer face-to-face and personal communication when it comes to communication with managers (Lanier, 2017; Schwabel, 2014). Generally, however, communication techniques such as both verbal communication and e-mail via technology will be more appropriate for the Generation Z employee. When job restructuring and job enrichment practices are designed to allow the independence and freedom of Generation Z, the motivation and job performance level of employees will increase, and thus businesses will achieve successful results (Sakdiyakorn et al., 2021; Kızıldağ, 2019; Iorgulescu, 2016; Arar & Yüksel, 2015; Bovée et al., 2007).

However, the Z generation employee should be provided with a work environment that provides the free and flexible work environment they desire, with single-person study rooms, where they can work without pressure from the employer, manager, and/or colleagues, and where they can work from home if necessary (Shabib et al., 2021; Taş & Kaçar, 2019; Iorgulescu, 2016; Arar & Yüksel, 2015; Bovée et al., 2007). In addition, workplace environments equipped with the latest technological devices, such as tablet computers, trend communication devices, smart boards, and similar, should be created to enable Z generation employees to work with the technology they were born into (Arar & Yüksel, 2015). Moreover, telecommunications is the opportunity for a generation Z employee to work from home or elsewhere, using computers and telecommunications equipment, to communicate with colleagues, suppliers, and customers, i.e., anyone related to work, from home or elsewhere. will provide the flexibility and freedom that Generation Z employees desire. Thus, the Z generation employee will feel freer, work more focused on his work, and his productivity will increase (Iorgulescu, 2016; Arar & Yüksel, 2015; Mitchell, 2008; Bovée vd., 2007).

Generation Z employees like to work flexibly (Shabib vd., 2021; Chumakov, Mazour, & Gay, 2014; Mitchell, 2008). According to Bovée et al. (2007), “flexible work” is a scheduling system that allows employees to choose their own hours within certain limits. In a flexible working situation, the employee can meet both the needs of his job and the needs of his family in a planned way during the day. Thus, since work and life balance will be achieved, the employee enters a positive mood, decreases absenteeism and late arrivals, increases motivation to work, decreases the possibility of making mistakes, shortens the process of getting the job done, increases productivity and performance level (Arar & Yüksel, 2015; Robbins & DeCenzo, 2008; Bovée vd., 2007).

On the other hand, interestingly, Generation Z employees prefer to have a Generation Y manager as their manager, rather than Generation X or Baby Boomer Generation (Grow & Yang, 2018). In the study by McGaha (2018), it was suggested that the Z generation strongly preferred the transformational leadership style more than transactional leadership. This situation shows parallelism with the characteristics of the Z generation. As stated by Grow & Yang (2018), Generation Z employees see their employers/managers as fair and confident leaders, and describe them as soft-skilled, friendly, and open-minded. In the study conducted by Goh & Baum (2021), it was found that the Z generation employees feel good about their job, provide goal-oriented satisfaction, can be achieved, beyond the sense of duty, feel better, noble, superhero, and more secure. It is stated that work, which provides a world, is meaningful. Similarly, in the study conducted by Sakdiyakorn et al. (2021), it was stated that Generation Z employees perceive themselves as universally concerned, committed to intimacy-based relationships, independent and self-loving, determined and ambitious, as well as prepared and cautious. Therefore, it can be said that these features should be well understood by managers and should be taken into account as inputs in managerial action plans.

3. PROBLEMS OF GENERATION Z EMPLOYEES

It is natural to ask any question about whether the age inconsistency in businesses causes any problems (Bejtkovský, 2016). Today, business managers struggle to effectively recruit more qualified and talented candidates and to develop critical retention strategies for these young employees, and these factors put businesses in a state of scouting or a battle for talent (Maloni vd., 2019; Runde, 2016; Nolan, 2015). The problems that may be experienced in the workplace for the Z generation employees are listed as follows, by making use of the studies in the literature (Gabriellova & Buchko, 2021; Filatrovi & Attiq, 2020; Oringo vd., 2020; Cham, 2019; Maloni vd., 2019; Panwar & Mehta, 2019; Rodriguez vd., 2019; Schroth, 2019; Dolot, 2018; Goh & Lee, 2018; Bejtkovský, 2016; Arar & Yüksel, 2015; Campione, 2015; Coombs, 2013; Berkup, 2014):

- Among the biggest problems faced by the enterprises regarding the Z generation employees are the recruitment, placement, and retention problems of the Z generation.
- It is very difficult to motivate and keep the Z generation employees engaged in the workplace.
- Generation Z employees lack critical thinking and problem-solving skills. That is, instead of suggesting an original solution, they look for a solution online.
- Generation Z employees are unable to take on much leadership responsibility in their leadership role due to fear of failure and lack of confidence to lead.
- Generation Z employees lack the basics of personal responsibility, time management and interpersonal communication due to their trust in technology.
- Generation Z employees lack professionalism (ie expected work ethic).
- The Z generation employee has a higher workforce turnover rate than the different generation employees before him.
- Generation Z employees are unable to demonstrate their ability to look at a situation, contextualize, analyze, and make decisions.
- Generation Z employees see low wages as a perceived challenge to work.
- There are four high-risk areas related to the conflicts that Generation Z employees may experience at work. These areas are leadership style, motivation, teamwork, and social interactions.

When the above-mentioned problems are evaluated together, it can be said that the Y generation managers, who are advancing in business life, have or will have difficulties in managing the Z generation employees.

CONCLUSION, DISCUSSION, AND RECOMMENDATIONS

In order to work with different generations in the same environment, to keep their motivation high, and to get the best efficiency, it is necessary to know them, learn their characteristics, and act according to these characteristics (Berkup, 2014). Businesses that contribute to society, are concerned about others and are known for pro-social behavior and sustainability practices, will most likely gain an advantage in attracting and involving Generation Z as employees (Goh & Okumus, 2020). In the study conducted by Shabib et al. (2021), it was concluded that the digitization of HR practices, the digitized work environment, and the overall digitized work environment have a significant relationship with the sustainability of the Generation Z employee at work. However, it has been revealed that the presence of social media does not have a significant relationship with the sustainability of Generation Z employee in the workplace.

Although it is seen in the literature (Potluri vd., 2020; Schlee vd., 2019; McGaha, 2018; Lanier, 2017; Arar & Yüksel, 2015; Berkup, 2014; Schwabel, 2014; Robbins & Judge, 2009; Robbins & DeCenzo, 2008) that the Z generation employees attach importance to cooperation, in the studies conducted by Adecco (2016), and Berkup (2014), it is stated that the Z generation wants to achieve success alone. In fact, at this point, it can be said that the main factor that distinguishes Generation Z from other generations in terms of cooperation is technological dependency and the idea of seeing the opportunities it offers above everything else. In this way, we see the individual attitudes and behaviors, which are the disease of our age, in the managers of the Z generation, and perhaps these actions will be one of the biggest reasons for their failure in the future. Because it is based on feelings that cannot be detected with human relations, technology, and artificial intelligence. It cannot be expected that the Z generation employee will show healthy management without benefiting from the experiences of previous generations.

However, although it is said in the literature that the workforce turnover rate of the Z generation employee is higher than the other generation employees (Maloni et al., 2019; Rodriguez et al., 2019; Goh & Lee, 2018; Campione, 2015), Dolot (2018), it has been revealed that generation Z employees will be happy to be employed by an employer for a longer period of time (or even their entire life), but the work they do should be attractive. In addition, another issue that needs to be discussed is the characterization of this generation in the age of technology as the Z generation. As long as the world turns, no generation can be the last generation, and because of the constantly renewing nature of technology, another expression should be used instead of “Z” in its last meaning.

As a result, Generation Z does not like to be directed, they do not want a mentor. Therefore, effective and productive results can be achieved in the work to be done if this generation employee is led, not as a manager. Through motivating, persuading and empowering, which are important components of leadership, the performance of the Z generation can be directed in a success-oriented manner, and high satisfaction of the employee can be achieved in this way. When the general characteristics, business values, managerial characteristics and problems of the Z generation employee in the business world are evaluated together, the suggestions developed by making use of the studies in the existing literature (Gabrielova & Buchko, 2021; Goh & Baum, 2021; Jayathilake vd., 2021; Sakdiyakorn vd., 2021; Shabib vd., 2021; Filatrovi & Attiq, 2020; Goh & Okumus, 2020; Graczyk-Kucharska & Erickson, 2020; Magano vd., 2020; Cham, 2019; Kızıldağ, 2019; Maloni vd., 2019; Panwar & Mehta, 2019; Rodriguez vd., 2019; Antal vd., 2018; Dolot, 2018; Miller, 2018; Tadesse, 2018; Deloitte, 2017; Tysiac, 2017; Iorgulescu, 2016; Merriman, 2016; Singh & Dangmei, 2016; Arar & Yüksel, 2015; Coombs, 2013; Robbins & Judge, 2009; Robbins & DeCenzo, 2008; Bovée vd., 2007) are presented in order to eliminate the problems and negativities experienced in the business world and to benefit from the Z generation employees effectively and efficiently:

- Managers must understand Generation Z through their values. Accordingly, they should equip organizational practices to be more proactive and strategic in customizing.
- Reverse mentoring program should be implemented in order to increase the interaction of the Z generation with different generation employees.
- Learning should be democratized.
- Intrapreneurship and other entrepreneurial skills that have a significant potential impact in enhancing the development of Generation Z employees should be encouraged.
- A fun and friendly working environment should be provided. Communication with Generation Z employees should be both verbally and through technology such as e-mail.
- Managers can apply practices that increase colleague solidarity and job satisfaction to reduce generational conflict in the workplace, and thus, they can succeed in retaining qualified and talented Generation Z employees.
- Flexible work schedules and flexible career paths should be established. In addition, innovation and creativity should be supported.
- In the short or medium term, a career development plan should be established so that the Generation Z employee has the opportunity to advance in their career.
- Gen Z employees with current and potential skills should be given competitive, substantial salaries and faster promotion opportunities.
- Educational workshops, such as artistic entrepreneurial, can be used to help them find meaning in their work, and fix problems at work.
- Managers can be advised not only to be aware of the different characteristics of Z generation employees but also to work on how they can turn these differences into opportunities in their organizations.
- Businesses should be recognized for contributing to society, caring for others, and pro-social behavior and sustainability practices. Thus, businesses will likely gain an advantage in attracting and involving Generation Z as employees.
- Managers should make an effort to talk to their Generation Z subordinates, and they should be in constant communication with the Generation Z employee to determine what they want.
- Methods such as applied projects, problem-based learning approaches, computer simulations, and role-playing can be recommended for the Z generation employees to be able to work more effectively and efficiently and to gain soft skills such as communication and teamwork skills.

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Biography- Gülşen Kırpık

She works as the Head of the Department of Pharmacy Management at the Faculty of Pharmacy in Adiyaman University. She graduated from Çukurova University, Faculty of Economics and Administrative Sciences, Department of Business Administration (English) in 1999. In 2018, she completed her doctorate in Inonu University, Institute of Social Sciences, Department of Business Administration and Organization. She has many national and international papers, book chapters, and articles. She has many book chapters published in international publishing houses Emerald Publishing, IGI Global, Beta Publishing, Nobel Academic Publishing, Night Akademi, Artikel Publishing, Gazi Bookstore, Hiperlink Publishing, Efe Publishing, Academician Publishing and Necmettin Erbakan University Publishing. She worked as a referee, chapter writer, and editor in these publishers and bookstores. In addition, she still works as a referee and author in international journals and some journals registered to the Ulakbim system. She is married and a mother of 4 children.

Biography- Ergün Kara

He was born in Osmaniye. He completed his primary, secondary, and high school education in Osmaniye, his undergraduate education at Erciyes University in 2004, and his master's degree at Mersin University Social Sciences Institute, Department of Business Administration. In 2015, he was appointed to Muğla Sıtkı Koçman University, Marmaris Tourism Vocational School, as an instructor. In 2017, he completed his doctorate studies at Osmaniye Korkut Ata University, Department of Business Administration, and received the title of "Doctor". In 2018, he was appointed to Osmaniye Korkut Ata University, Faculty of Economics and Administrative Sciences, Department of Business Administration, Department of Management and Organization, as an Assistant Professor (Doctor Faculty Member). In 2020, he received the title of Associate Professor in the field of management and strategy. He still works as a lecturer at Osmaniye Korkut Ata University, Faculty of Economics and Administrative Sciences, Department of Business Administration.

Biography- Attila Kaya

He was born in Sivas in 1975. After dealing with free trade between 1990 and 1998, he graduated from Balıkesir University Faculty of Tourism in 2002 and switched to a different field in his working life. After his managerial experience in various tourism enterprises, he was appointed to the Ministry of Culture and Tourism in 2007, and he continues his duty as an institution personnel. In 2016, he graduated from Nevşehir Hacı Bektaş Veli University, Department of Business Administration with a thesis. Currently, she is at the thesis stage in the Ph.D. program of Business Administration at Osmaniye Korkut Ata University. He has many scientific publications in the national and international fields academically. Has good computer knowledge in terms of software and hardware, with package programs for analysis. He has an intermediate level of English. He is married and has two children.

CHAPTER-4

-FINANZ -

HOW TO MANAGE GENERATION Z IN THE FINANCE SECTOR?

Beyhan Kılınçer

- ❖ Adiyaman University
- ❖ 0000-0002-5638-8177
- ❖ bkilincer@adiyaman.edu.tr

HOW TO MANAGE GENERATION Z IN THE FINANCE SECTOR?

Full happiness and well-being in life can only be found in working for the existence, honor, and well-being of future generations.

M. Kemal Atatürk

INTRODUCTION

Studies on the Z generation, which has been in business in recent years, are increasingly taking place in the literature that the working values of the Z generation differ from the previous Baby boomers, X, and Y generation employees. The differentiation of the working values of the new generation from the previous generations may lead to problems such as the inefficiency of the personnel, their different expectations (education, career, wage, social-cultural, technological support, etc.), uneasy environments in the workplace, and an increase in turnover.

As a matter of fact, the efficient operation of the Z generation is of great importance for the future of the business world. However, the management of the Z generation in the finance sector, the management of financial investments (investment perspectives) depending on the relationship of the Z generation with finance, differ from the studies on the management of the Z generation employees in the finance sector.

From this point of view, in this chapter, the perspective of the Z generation on the finance sector, its relationship with finance, and how the Z generation should be managed in the finance sector in terms of customers/employees are discussed. In the study, content analysis was made by considering the publications of public and private, national and international organizations, reports of committees and commissions, private publications, newspapers and magazines and the studies of scientists. Thus, insights that can guide the finance sector are presented in terms of managing the current and future valuable investors both in their financial investments and in the field of finance more efficiently and effectively, and in determining their business policies.

1. GENERATION Z WITH AN OVERVIEW

According to the results of the Address Based Population Registration System (ABPRS), as of the end of 2020, the total population of Türkiye is 83 million 614 thousand 362 people, while the young population in the 15-24 age group consists of 12 million 893 thousand 750 people. 51.3% of the young population consists of the male population and 48.7% of the female population. The young population constitutes 15.4% of the total population (TÜİK, 2020; URL-1). Therefore, considering that the population aged 15 and over is legally involved in working life, managing this important mass, which constitutes 15.4% of the workforce and is expected to increase gradually in the near future, becomes an important agenda for governments and employers.

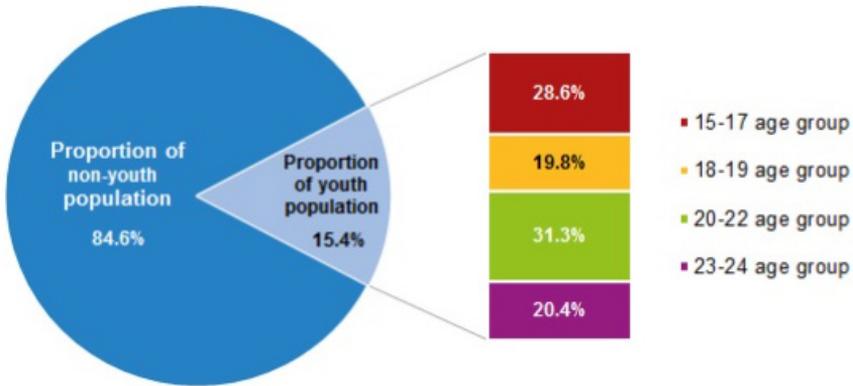
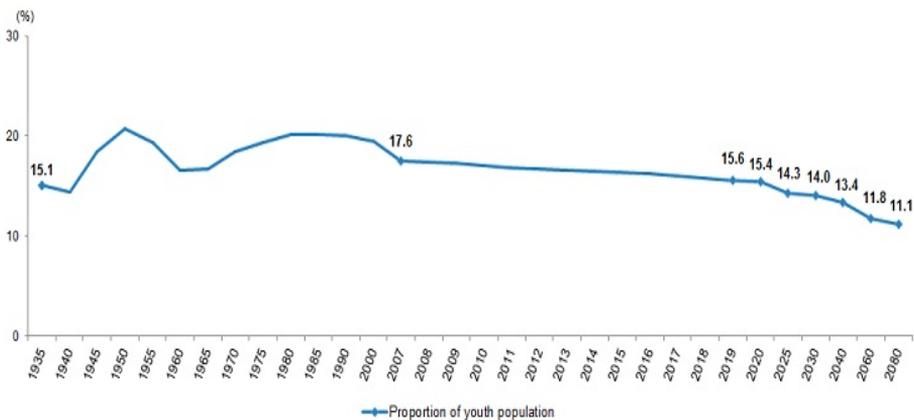


Figure 1. The proportion of youth population by age group, 2020

Source: TurkStat, Address Based Population Registration System, 2020.

When the youth population was examined by age group, it was seen that 28.6% of the youth population was in the 15-17 age group, 19.8% in the 18-19 age group, 31.3% in the 20-22 age group, and 20.4% in the 23-24 age group in 2020. It is seen that the 20-22 age group has the highest share among the young population.

However, according to population projections, the proportion of the young population in the total population is expected to decrease to 14.3% in 2025, 14.0% in 2030, 13.4% in 2040, 11.8% in 2060, and 11.1% in 2080 (See Graph 1) (Turkstat, 2020, URL-1). The gradual decrease in the share of the young population in the total population indicates that the Z generation in Türkiye may constitute a larger population in the future compared to the next generations. In addition, these estimates provide predictions that the Z generation may have a greater say in the business world for a significant period of time.



Graph 1. The proportion of youth population in the total population, 1935-2080

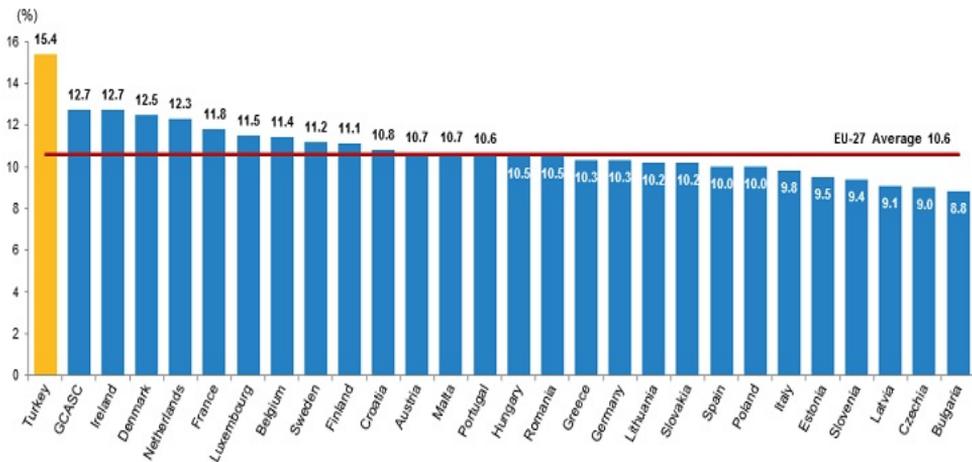
Source: [URL-1] TurkStat, Population Censuses, 1935-1990

TurkStat, Population Estimates, 2000

TurkStat, Address Based Population Registration System, 2007-2019

TurkStat, 2018 Population Projections, 2025-2080

When the youth population ratios of Türkiye and European Union countries are compared, it is seen that Türkiye's 15.4% young population ratio is higher than the young population ratio of 27 European Union member countries (See Graph 2). When the young population ratios of 27 European Union member countries are analyzed according to the data of 2020, it is seen that the countries with the highest young population ratio are the Greek Cypriot Administration and Ireland with 12.7%, Denmark with 12.5%, and the Netherlands with 12.3%. It is seen that the countries with the lowest young population ratio are Bulgaria with 8.8%, Czechia with 9.0%, and Latvia with 9.1%, respectively. Therefore, the differentiation of the young population of the countries reveals the necessity of considering the population-based analyzes as a factor in creating the predictions for the Z generation.



Graph 2. Comparison of proportion of youth population with the European Union member countries, 2020

Source: TurkStat. (2020). Statistical Office of the European Union (Eurostat) Database, Address Based Population Registration System.

Having a young population and being able to evaluate this active power economically reveals the necessity of taking steps regarding employment. Because population indicators are of great importance for the country's economy, as they are the basic measure of different plans, programs, and practices. Therefore, it plays an active role in shaping individual and social life (Cinel, 2021: 211).

According to the results of the Household Labor Force Survey in Türkiye, the employment rate of the young population decreased from 33.1% in 2019 to 29.2% in 2020. While the employment rate for young males was 43.4% in 2019, 38.8% in 2020, while this rate for young females was 22.6% in 2019, it decreased to 19.2% in 2020. In fact, it can be reminded that the biggest reason for the decrease in employment rates is the reflection of the negative effects of the Covid-19 pandemic on employment.

Considering the sectoral distribution of the employment of the young population in Türkiye according to 2020 data, it is seen that 20.7% of the employed youth are in the agricultural sector, 28.3% are in the industry sector, and 51.0% are in the service sector. In terms of gender, 19.3% of young men employed are in the agricultural sector, 32.9% in the industrial sector, 47.8% in the service sector, while 23.9% of young females are in the agricultural sector, 18.5% in the industrial sector, and 57.6% of them are employed in service sector [URL-1].

Table 1. Sectoral and Gender-Based Employment Distribution of Generation Z in Türkiye

Gender	Agricultural Sector %	Industry Sector %	Service Sector %
Male	19,3	32,9	47,8
Female	23,9	18,5	57,6

Source: Turkstat (2020). [URL-1]. It was created by the author according to 2020 data.

In Table 1, it is concluded that the young female population is mostly employed in the service sector and the lowest rate prefers the industry sector as a working area. It is seen that the young male population is mostly employed in the service sector and at least in the agricultural sector. The fact that both genders mostly prefer the service sector leads to the conclusion that they prefer to be exposed to less physical labor.

Generation Z, who started their business life in the last decade, globally consists of approximately 7.7 billion people, 25.6% of the world population aged 0-14, and 15.6% of the population aged 15-24 (Unctadstat, 2020). Therefore, 41.2% of the world population consists of the Z generation. Considering that most of them continue their education, it is clear that the employment of an average of 30% of the Z generation today is an important value. Because, according to the data of 2020, the employment of 30% of the Z generation on average is an issue that should be carefully considered in terms of current and future human resources management and the product/service systematic that will be presented to the potential that has the purchasing power.

As seen in the table, 49% of the young population between the ages of 15-24 are employed in Canada. This is the highest rate among countries with employment data reported. Paraguay ranks second with a youth employment rate of 47%. South Africa, on the other hand, ranks last among the reporting countries with 8%. Türkiye, on the other hand, is in the 22nd rank among the countries whose data are reported in terms of the young population employed.

Table 2. The Share of Employed Young Population (As % of the Share in Total Youth Workforce for only 15-24 age)

	Reference area	Employment share (%)*		Reference area	Employment share (%)*
1	Canada	49	23	Afghanistan	28
2	Paraguay	47	24	Uruguay	28
3	Montserrat	46	25	Philippines	28
4	United States	46	26	Russian Federation	27
5	Viet Nam	45	27	Costa Rica	26
6	Honduras	44	28	Mongolia	25
7	Peru	44	29	Korea, Republic of	24
8	Seychelles	44	30	India	23
9	El Salvador	43	31	Argentina	23
10	Bolivia	42	32	Bosnia and Herzegovina	21
11	Indonesia	40	33	Georgia	21
12	Belarus	39	34	Serbia	21
13	Thailand	38	35	Montenegro	20
14	Malawi	37	36	Chile	20
15	Mexico	37	37	Botswana	19
16	Ecuador	35	38	North Macedonia	19
17	Brazil	34	39	Iran, the Islamic Republic of	17
18	Colombia	34	40	Moldova, Republic of	16
19	Dominican Republic	33	41	Occupied Palestinian Territory	15
20	Hong Kong, China	31	42	Kosovo	11
21	Panama	30	43	South Africa	8
22	Türkiye	29			

*Employment share of the young population aged 15-24 in 2020 (as % of the total youth population, list of reporting countries)

Source: Ilostat database, 2020, edited by the author.

When the digitalization in the business world, the spread, and development of electronic commerce and e-foreign commerce are integrated with the presence of the young population who are familiar with the digital world and who use the internet intensively, employment can be increased with new job fields, duties, and titles (Akpınar, 2017: 214). Because the internet, which is one of the most important phenomena that brings the world closer as if it were a single mainland like centuries ago, and integrates ideas, cultures, and even business methods, has become the

most modern method of accessing information by connecting billions of people. More than 59% (4.66 billion) of the 7.75 billion world population (Worldbank, <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=1W>, Date of Access: 10.11.2021) are internet users and are interconnected by network technologies (Johnson, September 2021, 10. <https://www.statista.com/statistics/617136/digital-population-worldwide/> Date of access: 10.11.2021). Considering the Z generation, according to 2019 data, global 18% of online users are between the ages of 18-24 [URL-3].

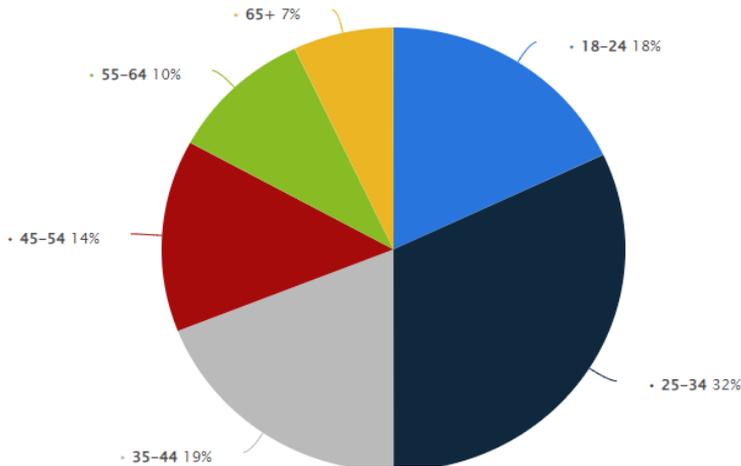
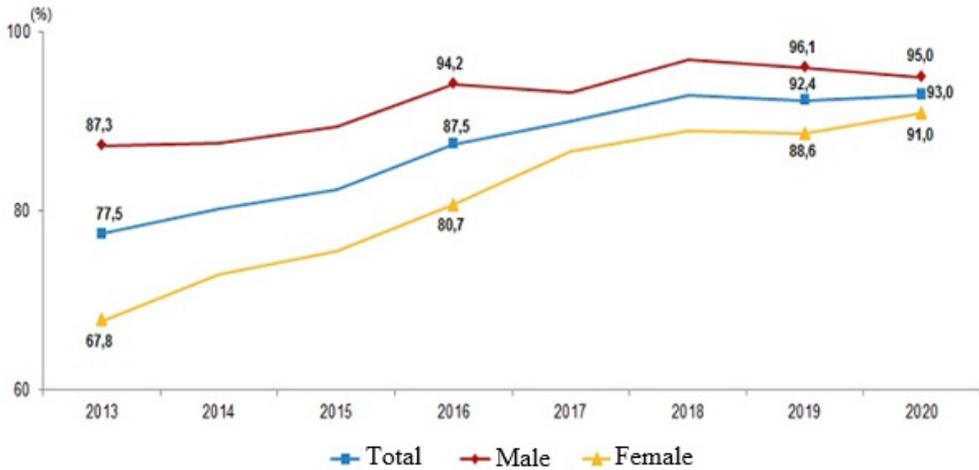


Figure 2. Distribution of internet users worldwide as of 2019, by age group

Source: <https://www.statista.com/statistics/272365/age-distribution-of-internet-users-worldwide/> (10.11.2021).

In addition, the number of active mobile internet users is 4.32 billion. This means that 92.6% of internet users access the internet from mobile devices [URL-4]. The high rate of mobile device usage is an important indicator for the presentation of future business methods and technologies for all sectors.

The average internet usage rate of the Z generation also called the internet generation has been increasing in recent years, in Türkiye like worldwide. As can be seen in Graph 3, the rate of internet usage among young females is developing faster than that of young males.



Graph 3. The proportion of using internet of young people by sex, 2013-2020

Source: TurkStat, Survey on Information and Communication Technology Usage, 2013-2020.

According to the results of the household information technologies usage survey, the rate of internet usage among the young population in the 16-24 age group in Türkiye increased from 92.4% in 2019 to 93.0% in 2020. In terms of gender, while the rate of internet usage was 96.1% in young males in 2019, it was 95.0% in 2020, while it was 88.6% in 2019 for young females, it increased to 91.0% in 2020 (Turkstat, 2020). The increase in the rate of internet usage of young females is an indicator of the increasing gender equality in accessing education and information.

1.1. Generation Z As a Financial Service User

It is possible to briefly list the facts that draw an important framework on how Gen Z, some of which have taken their place in working life in recent years, should be managed in the finance sector as follows:

- personalities,
- spending attitudes,
- what they think about money management,
- banking needs and innovative digital service expectations,
- financial literacy levels,
- working attitudes,
- expectations of this generation from their employers.

Generation Z is set to be the largest generation and within a decade will own more buying power than Millennials and Baby Boomers combined [URL-5]. For these reasons, it is becoming a mass to which attention is directed for many financial institutions. In order to determine the scope and content of the financial services to be provided, information on how they manage their financial situations, in general, depending on their habits and attitudes becomes valuable. For this purpose, a survey

conducted on 2,012 shoppers (including 1,000 people aged 18-38) in different age groups in the USA revealed how Gen Z and Millennials turned to technology and transparency to manage their money (Sykes, D. (March 2020), [URL-6]. According to the research results:

- 52% of Gen Z and Millennials see themselves as ‘financially savvy’.
- 38% of those surveyed think they are more financially responsible than they are given credit for.
- 53% say they are financially stable.
- 50% of survey participants have a rainy-day fund that they regularly put money aside for.
- 84% of Gen Z think technology has an impact on managing their financial situation. Nearly two-thirds use technology, such as budgeting tools, and about 63% agree that technology enables them to have better oversight of all their finances.

Millennials and Gen Z consumers, who are said to own only a small part of the world’s wealth today, are expected to have \$30 trillion in wealth within the next decade. This audience prefers digital banking instead of traditional banking. As a matter of fact, 78% of Generation Y and 83% of Gen Z consumers report that they are uncomfortable with banking processes [URL-7]. Moreover, with the COVID-19 outbreak, digital banking transactions have accelerated. According to a recent survey conducted by Interac Corp. in Toronto, Canada, published September 28, 2020, almost six out of 10 Gen Z adults (58 percent) increased their frequency of using digital payments to pay their bills and perform daily banking transactions during the pandemic. However, 59 percent of Gen Z adults said that being in control of their spending made them feel more optimistic about their financial future and paying with debt helped them feel in control [URL-8].

An online survey of 1,500 consumers was conducted in August 2020 by Phoenix Synergistics company to see how customer expectations in banking have changed with the rise of digital banking. Research findings revealed that 90% of Generation Z are willing to use big technologies and obtain a banking account from a non-bank institution for better banking technology and faster banking services. Considering that the other generations are on average 53% in total, the importance of this becomes evident. In the research, Amazon (28%) tops the list of specific non-bank companies that consumers will be willing to bank on, followed by PayPal (22%) and Walmart (18%) [URL-9]. The survey results also revealed that while most customers do not expect to change their branches or digital banking behavior after the pandemic, just over a quarter (27%) say they will use branches less. Among the Z generation participants, this rate is 40% [URL-10]. Therefore, Generation Z fuels the fire of change and transformation in financial institutions. Although many people in the Z

generation are still children, they can set the pace for the development of banking, the most important factor in the financial sector [URL-11].

In the digital age, it is aimed to develop financial deepening with digitalization in the financial field. Thus, with financial developments, the markets can become so revitalized and efficient. Considering that the Z generation is also characterized as the technology generation, in order to increase the financial deepening of the Z Generation customers;

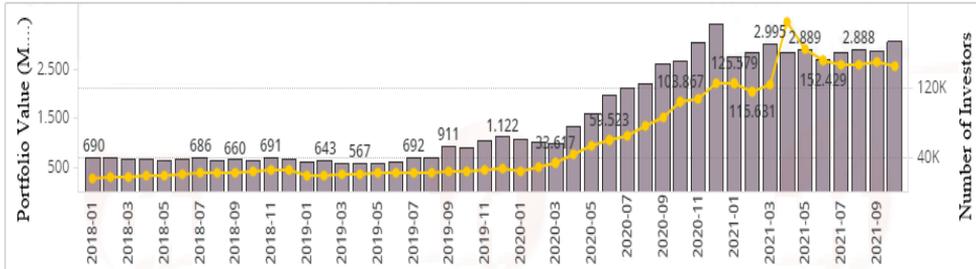
- traditional financial business models should be reshaped,
- financial needs and conditions must be redefined and
- accordingly, financial technologies should be developed.

Especially the ease of mobile banking applications and increasingly innovative services are among the indispensables for the new generation. The commitment to information and communication technologies for the young age group is quite high. For example, according to the results of a survey conducted on 6,000 consumers aged 16 to 34 in collaboration with Morgan Stanley USA Chief Economist Ellen Zentner and AlphaWise in December 2018, 47% of smartphone owners aged 16 and 17 use mobile banking applications, and this rate is higher among 18 and 19 aged. They concluded that it increased to 71% [URL-12] Therefore, the most important product of digital banking services for banks, which are the leading actors of the financial world, is mobile banking applications. Internet banking and mobile device usage in the banking sector is considered as an important distribution channel as it is increasingly preferred in banking transactions. The purpose of investments in technology-equipped services is to both attract new customers to the bank and retain existing customers (Kaya & Arslan, 2016: 446). For example, in the January-March 2020 period in Türkiye, the 36-55 age group ranks first in the distribution of active retail digital banking customers by age groups, with 21 million 152 thousand people. This is followed by the 26-35 age group with 15 million 976 thousand people, and the 18-25 age group with 11 million 274 thousand people. The number of active retail digital banking customers in the 56-65 age group is 3 million 896 thousand (TBB, 2020; i). This is an important indicator that reveals that financial services may turn completely digital in the very near future.

Kangwa et al. (2021), in their research to provide predictive insight into the future development of digital banking ecosystems based on the tendency and competence of Generation Z to use digital technologies in Zambia, determined that Generation Z has the tendency and competence to use digital technologies in Zambia. However, they state that the reaction of Generation Z to digital finance is shaped by the perception that traditional banking and finance are extremely important. In addition, in order for the digital banking ecosystem to truly encompass Generation Z, it is recommended that the generation takes into account the strategy proposals for financial inclusion. It is recommended to construct a system that adopts the

empowerment of the Z generation customer based on the co-evolutionary dynamics of joint responsibilities and digital consumer behaviorism.

Another indicator of the effects of the development of digitalization on the Z generation, which has grown intertwined with technology, is the increase in this generation's participation in investment platforms. For example, in Türkiye, there has been a remarkable increase in recent years when compared to previous years.



Graph 4. Number of Stock Investors and Portfolio Value by 0-24 Age Group (Billion TL) (2018/01-2021/10)

Source: VAP_Veri Analiz Platformu (Data Analysis Platform). MKK. <https://www.vap.org.tr/yas-gruplari-bazinda-yatirimci-sayilari> (Access of Date: 10.11.2021).

The number of portfolio investments made by young people (up to 25 years old) and the number of securities (stock) investors in Türkiye have increased significantly since the last quarter of 2019. As of October 2021, the total number of investors, consisting of young people in the 0-14, 15-19, and 20-24 age group, is 145,233, and the total investment value is 3.080 million TL. Therefore, as Yetiz and Ünal (2018) emphasized, among the financial service providers that will satisfy the investor spirit of the new generation, especially banks, in order to compete in the sector, should increase their market share and maintain their continuity in a profitable way, they should rapidly adapt to technological changes within the scope of financial innovations and reduce costs by developing new products.

Today's successful banks will be those that offer value-added and innovative products by using technology extensively, managing change effectively, and attaching importance to customer satisfaction (Tepe Küçükoğlu & Akça, 2020: 239). A valuable foresight about portfolio investments would be to focus on providing services in line with the personality traits of Generation Z. Akgüneş (2021), who examined the relationship between the five basic personality traits of the Z generation and their risk-taking and risk-avoidance behaviors, applied a questionnaire to 110 university students born after 2000. He investigated the risk-taking and risk aversion personality traits of the Z generation with the regression equation and t-test. According to the results of the regression equation and independent-sample t-test, it was concluded that individuals who are extroverted, emotionally stable, and have analytical skills can take more risks and make more risky investment decisions, but responsible individuals want to take less risk.

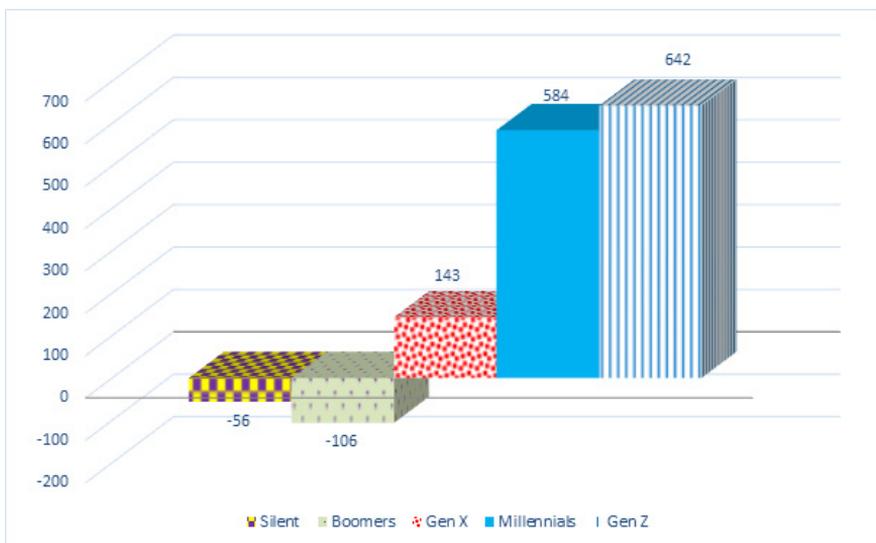
This, taking into account the investment consultancy services to be provided, reminds that artificial intelligence and portfolio selection services, which are currently applied, will maintain their importance and therefore need to be developed. A study of 2,500 millennials by the Raddon company found that 2/3 of this group already own a bank account and are 3 times more likely to get financial education than millennials. In addition, it was concluded that 84% of Generation Z trust their families and friends for financial information and guidance. However, it has also been concluded that many of these young people feel anxiety about their university savings, finding a job, renting an apartment, buying a house and paying off debt after university. [URL-13].

According to the results of an online survey of 3,001 US adults aged 18 years and older, (346 of participants are aged 18-23) between January 15-17, 2020 [URL-14].

- More than 25% of Gen Z adults think young adults don't need to worry about getting a loan (26%) or investing in retirement (28%).
- Also, although 30% of Gen Z think they are financially conscious, 41% worry about their financial situation.
- Although Generation Z individuals are not as burdened with debt as other generations, 30% still have credit card debt and 27% student loan debt.

According to the results of the research conducted by Morgan Stanley on the borrowing estimations of generations, it is predicted that the new generation, who started borrowing with credit card usage and student loans at an early age, will be the largest debtor generation in the next 30 years.

Graph 5. Generational Debt Forecasts in the USA



Source: [URL-12]

Insomuch as, according to Morgan Stanley population estimates, by 2034, Gen Z will constitute the largest-ever generation in the United States, with a population of 78 million. If increases in overall debt levels continue through the 2030s, Gen Z will account for one-third of all U.S. consumer debt by 2040. A similar study was conducted by Interac Corp., which provides financial services in digital payment and value exchange services, on 992 adult Canadians between 25-31 August 2020.

A national online questionnaire was applied for the research.¹ The purpose of the survey was to measure the value placed on digital payments, identify spending habits and reveal their pact on money management. As a matter of fact, the research findings have concluded that young Canadian's value digital payments, turn into digital spending habits, and use them as a money management tool. In the context of money management, staying on budget is a key focus, and half (50 percent) of Millennials and Gen Z adults use digital payments to track their spending in real-time. Moreover, these preferences of young Canadians are reflected in the way they use digital services, such as paying bills in installments, sharing costs, and keeping records of expenses. For example, nearly six out of ten Gen Z adults (57 percent) and half of the millennials (50 percent) have used the platform during the pandemic to receive money or reimburse others for daily shopping such as grocery shopping. This contributed to a 55 percent growth in overall Interac e-Transfer transactions from April to August 2020 compared to the same period last year. In August 2020 alone, a total of over 66 million Interac e-Transfer transactions were made. Seven of 10 millennials (72 percent) and nearly two-thirds (65 percent) of Gen Z adults believe Canadians should have the option of using a debit, whether they're paying online or making in-app purchases. These generational cohorts reported that using debt made them less likely to buy something they didn't need (52 percent of millennials; 57 percent of Z's) and made them feel in control of their money (56 percent of millennials; 48 percent of Gen Z adults). In contrast, 67% of millennials and 59% of Z's said that keeping their spending in a check made them feel more optimistic about their financial future [URL-15].

1.2. Generation Z As an Employee²

With the X and Y generation women taking more place in working life, their welfare level is relatively higher than previous generations, developments in the education sector, the widespread use of network technologies, social media, and digital platforms such as electronic commerce, their growth intertwined with technology, etc. opportunities have affected the personality structure of generation Z (Taş & Kaçar, 2019: 653).

They are different from previous generations, such as being able to easily access any information they seek, supporting their careers and personal development,

1 The age ranges of survey participants include: Gen Z adults (18-23), Millennials (24-39), Gen X (40-55), Boomers (56-74), the Silent Generation (75+).

2 In this section, studies on the Z generation employees who have just started their business life are increasing day by day. Since the studies on the Z generation working in a specific field such as the finance sector are still limited, the working life characteristics of the Z generation as an employee have been compiled with general sectoral information.

wanting to have a comfortable working environment with flexible working hours, and even the majority of Z generation individuals wanting to be entrepreneurs (Ranstad, 2016: 2; Taş et al., 2017: 1045). Due to the demands of the Z generation employees, it seems very difficult to manage with the classical management approach.

Today, many business managers complain that they have difficulties in finding workers and that the new generation employees do not work in the same workplace for a long time. Many Z generation employees can change jobs frequently or they prefer to be their own boss. For example, according to Gen Z research by Ranstad, 37% of Generation Z aspire to be a leader at a company they start or own. In addition, according to the research findings, if flexible working (19%), health insurance (17%), education and development (15%), which are the most important benefits provided to employees for Gen Z and Millennials, are offered in the workplace, it may become attractive to work in this workplace. As can be seen, the importance of working flexibility for this generation is more valuable than other factors (19%) (Ranstad, 2016: 2).

Stankiewicz–Mróz (2020) conducted a survey on 185 students born after 1990 from the Faculty of Management and Production Engineering at Łódź University of Technology in order to reveal the job flexibility approach of SME employers and the perception of job flexibility of z generation students. Respondents stated that they generally associate the term “job flexibility” with flexible working time (60%), remote working (45%), freelancing (42%), part-time work (42%), and weekend work (32%). Flexible working hours and providing the job at a suitable place and time for the employee are expressed as job flexibility by the Z Generation individuals who participated in the survey.

Job flexibility is an important factor in building identity and organizational commitment among young Generation Z employees. Therefore, while designing human resources applications for Y and Z generation employees, it is concluded that the concept of flexibility should be the basis. In this case, the problem arises of how human resources practices can respond to the needs/expectations of Y and Z generations in order to get the expected working efficiency from the new generation in working life. Tahmaz (2019) also stated in his study that flexibility is the most important expectation that stands out in the Z generation as a result of his interviews with technology companies on this subject and reached a conclusion that supports other studies. He also stated that while developing human resources practices, the opinions of these employees should be taken, practices aimed at maintaining work-life balance, and various training should be provided. Educational services to be offered to Generation Z;

- should be done both in-house and with online programs, when necessary,
- education titles should be diversified,

- the relationship between the performance evaluation system and wage management practices should be established correctly,
- social networks and mobile applications should be added to the communication channels.

Since the business world considers the Z generation as a well-educated and constantly improving generation (Taş et al., 2017: 1033), we can see with this generation that businesses should go beyond traditional methods in management and even reshape modern management approaches. In order to employ z generation employees and get the highest efficiency from them, businesses must have interpreted the characteristics of the z generation correctly. It is especially important for companies to create a respectful working relationship at the workplace and create the appropriate support and career path for this generation of employees to bring their talents into the company's structure. Addor (2011) argues that Z generation people will be more comfortable using various technologies and global-minded skills to solve problems than most other generation individuals and that the motto of generation z is to work to live, not to live to work (Addor, 2011; URL-16)].

When it comes to workplace preferences, Gen Z men and women have some different priorities. For example, while the competitive salary for men (at 16.5 percent) is a key priority, the majority of women (22 %) prioritize flexible working opportunities [URL-17]. In addition, it is emphasized that although wages maintain their importance in working life, salary is no longer among the main motivating factors, and one of the values that companies that want to attract this generation should pay attention to is social responsibility awareness. It is difficult to impress this new generation, where Z generation individuals want to see more of the social responsibility pages on the website of the company they want to work with, and who expect more than just social responsibility projects to get tax reductions. Moreover, in the modern world, while companies are becoming more open to the public, it is emphasized that employees want to see concretely the values that companies brag about (Taş & Kaçar, 2019: 658).

In their study, Taş and Kaçar (2019) applied a questionnaire to 100 people working in a furniture company in Sakarya in order to determine the management styles of the X, Y, and Z generations and their expectations from the management, the current situation, and their expectations from the business owners. The number of Z generation participants in the study, which is limited to 23 years and under, is 17. One of the most striking aspects of the study is that approximately 60% of the Z generation answered strongly agree to the question of the survey, which asked the generations to think about starting their own business one day in the near future. The general findings of the study regarding the z generation are as follows:

- Generation Z employees reject authoritarian management.
- They adopt the democratic management style.

- Appreciation and promotion are important sources of motivation for them.
- Technology is an indispensable element for them in business life. Because of the renewal of processes, the integration of innovations into business life, the facilitation of work with technology makes business life meaningful and reveals that the Z generation will be more committed to their work.
- They are prone to sociability and teamwork.
- They are warm to flexible working hours and workplace (home office).

In the financial sector, which is the common denominator where every sector meets, the individual performances of the employees are important. For this reason, the financial sector is one of the sectors that develop by adapting the career development of each employee and the development of the age, where the personnel are supported with various training. In the developing and transforming world, as in every field, in the financial sector, artificial intelligence mobile applications, cloud computing, fifth-generation (5G) wireless technology, internet of things (IoT), and new payment methods, blockchain technology have made available to employees and users. In order to make financial investment decisions from past to present, expected return, modern portfolio, asset pricing, efficient markets, etc. Various theories have been developed and models have been put forward. These developments reveal the necessity of being constantly up-to-date, open to innovations and learning, and having high analytical thinking capacities. Moreover, it is important for the finance employee to have the necessary knowledge and skills in the use of financial technologies, to be supported with the necessary training, and even to make the recruitment decisions with a rational framework.

Oringo et al. (2020) investigated the effect of technology and innovation and the role of Generation Z employees on the performance of companies in Kenya by conducting content analysis. In the study, they concluded that Gen Z employees play a role in the performance of companies in Kenya, as they have strong information technology and social media skills and are the most web-informed, innovative, and application-friendly generation. It also revealed that Generation Z employees contributed greatly to the increase in technology-based fraud in Kenyan firms. They stated that fraud was facilitated by internet banking and electronic transactions. Therefore, in the financial sector, where technology is used extensively, keeping the Z generation developed with technological skills under constant supervision and control can be seen as one of the measures that can be taken.

According to the results of the survey conducted by Jenkins (2018) on more than 4,000 participants, the 10 main propositions that a workplace/employer should present to the Z generation employee, including the expectations of the Z generation employees, are presented in Table 3.

Table 3. Propositions that Generation Z expects from the job

N	Job must-haves	Won't take a job without it	Love to have it
1	Supportive Leadership	23	55
2	Positive Relationships at Work	27	53
3	Scheduling Flexibility	24	46
4	Comfortable Workspaces	27	46
5	Chance to Learn Real Skills	24	56
6-	Meaningful Roles and Responsibilities	18	48
7	Opportunities to be Promoted	23	51
8	Extra Pay for Going the Extra Mile	23	55
9	Convenient Location	20	42
10	Autonomy and Creative Freedom	13	49

Source: Jenkins, R.- Inc. (October 2018). <https://www.inc.com/ryan-jenkins/23-percent-of-generation-z-wont-take-a-job-without-this.html>. (Access of Date: 11.11.2021).

“Chance to Learn Real Skills” and “Extra Pay for Going the Extra Mile” were the two most important factors that Gen Z considered in a job. 41 percent of Gen Z respondents who answered open-ended questions reiterated the “value of the human element in the workplace”, with “equality and inclusion” being the second most representative response.

Jenkins (2019) expressed how Generation Z will transform the workplace in the future with the following information:

- 77% of Gen Z say they would prefer having a Gen Y manager over Gen X or Baby Boomers. As the time between generations expands, difficulties in communication and the differentiation of job expectations between generations make management difficult.
- 28% of young workers feel burnt out frequently or consistently, an increase of 7 percent over older generations. In fact, burnt-out employees are 63% more likely to say they're sick and three times more likely to quit.
- More than 90 percent of Generation Z prefer to have a human element to their teams, either working solely with innovative co-workers or with co-workers and new technologies. Although Gen Z is the first fully digital generation, they want the human element at work. In fact, 72 percent of Gen Z want face-to-face communication at work. It is underlined that although technology is an indispensable element for the Z generation, it should also be supported by the human element.
- 76% of Gen Z professionals feel that the skills required in today's workforce are different from those required in past generations. 43% of Gen Z students prefer a completely self-directed and independent approach to learning.

- Generation Z prefers to learn more about a company from various websites and video sharing platforms (YouTube, then Instagram, Facebook, Snapchat, LinkedIn, Twitter, and then Glassdoor, etc.). Being on these platforms is a must for organizations that want to create a strong employer brand in the eyes of Generation Z.
- 60% of Gen Z ask their manager to check in more than once a week; 40% of this rate wants to interact with their bosses every day or several times a day. As more frequent and better feedback can improve retention, Gen Z needs to respond to their work as soon as possible and follow up on their work (sometimes even a simple thank-you phrase, or an emoji can suffice).
- 63% of Generation Z think that the most important element in teamwork is people with different education and skill levels working together; however, an additional 20% think that the most important element for a team is people from different cultures (ethnicity or origins). Indeed, 77% of Gen Z said that a company's level of diversity influenced their decision to work there.

2. HOW TO MANAGE GENERATION Z IN THE FINANCIAL SECTOR?

Studies on obtaining the desired efficiency from the Z generation, which we can describe as valuable brains, its relationship with finance, or its financial attitudes, differ from the studies on the working life of the Z generation. Therefore, an answer is sought to the question of how Z generation should be managed in the finance sector as a worker and a user of financial services.

Therefore, being able to answer these questions is valuable in terms of determining and directing the future of this sector. Recommendations regarding this are discussed under two headings below.

2.1. How to Manage Generation Z as a Financial Service User?

As a financial service user, the main suggestions that can be made for the efficient management of Generation Z customers are listed below:

- The digital services to be offered to this technology-loving generation, which is expected to have great wealth in the future, should be developed day by day in a way that meets the expectations.
- In response to the hasty/impatient/dynamic characteristics of the Z generation, the deficiencies of traditional banking services in taking quick action should be eliminated,
- Investment decisions should be guided by personality analysis, and applications should be developed that will protect the customer from time to time with warnings, notifications, and/or automatically.
- In response to the ability of the Z generation to prefer to communicate, individual communication should be increased in consultancy services with artificial intelligence applications.

- Responsible money management is a priority for the younger generation. Confidence should be created while providing support services in budget control and investment decisions in response to feeling everything under her/his control and self-satisfaction.
- Legal procedures of banking services should be facilitated/reduced in order to meet their preferences for obtaining financial services from non-banking platforms in order to do business easily.
- Innovativeness should be created in the transformation of traditional banking services such as branching and ATM devices into mobile banking services (For example, services provided to customers should be offered from mobile in a way that includes live chat or lives messaging).
- Participation should be increased by receiving instant feedback, complaints, requests from Z generation mobile service users who identify the deficiencies in the financial setup, thus, this generation should be included in the system in the development of financial technologies according to these demands.
- Z generation customers should be informed with various training videos on how to make the right investment, etc. while making their investments. Similarly, efforts should be made to increase customer loyalty by supporting personal development.
- Generation Z should be subjected to financial literacy programs in order to make financial decisions on their own, not only to invest, but also to get loans, to use banking services efficiently, and to manage financial resources effectively.
- It can be suggested that the following awareness training be given to Z generation individuals within the scope of financial literacy.
 - budgeting,
 - savings and investment planning,
 - portfolio management,
 - credit taking and smart debt management
 - financial attitudes in an ethical framework.

In fact, if this training is taken, opportunities such as the recognition/expansion of credit opportunities should be given. With these and similar policy changes, it will be possible to contribute to the healthier functioning of the financial system.

2.2. How to Manage Generation Z as a Financial Sector Employee?

The main suggestions that can be made regarding the efficient employment of Generation Z employees in the financial sector are listed below:

- This generation should be managed with collaborative approaches instead of authoritarian, hardworking attitudes,

- The contribution of the Z generation employee to the work and/or her/his success at work should be appreciated and encouraged with motivating rewards.
- Generation Z employees should be trained and informed about the details of the work and should be asked to develop their work so that they can demonstrate their analytical/creative intelligence.
- Working conditions should be made satisfactory by facilitating the methods of doing business with modern and technological methods that increase productivity.
- Efficient working environments should be created with well-equipped tools and equipment, and they should be asked to show active performance.
- It should be supported by experienced employees, mentors, or consultants in order to meet the need to work with good teams.
- Flexible working or wage-oriented working methods/preferences should be offered.
- Training support should be developed/expanded in line with the demands of the employees by going beyond meeting the training needs in a standard way.
- Attention should be paid to the selection of people who can think analytically, are open to education/learning, and have the capacity to adapt to the ever-developing practice and legal order.
- Social media and technology adaptation skills should be encouraged to contribute to company performance.
- In order to prevent malicious use of their technological skills, they should be subject to frequent audits.
- Healthy and comfortable working/work environments should be created, and benefits such as health insurance should be provided.
- Contribution and commitment to the job should be strengthened with specific assignments that will be given outside the job description.
- It should support the issues that may pose a threat to the employer with training that will increase cooperation and participation in the work.
- It should help Generation Z to achieve harmony between work and life, and the career path should be open.
- Digital learning platforms for workplaces/employers, using innovative learning and development methods with video seems to be the ideal way to train Generation Z. For this reason, organizations that want to create a strong employer brand in the eyes of Generation Z should be on the platforms such as YouTube, Instagram, Facebook, Snapchat, LinkedIn, Twitter, etc.

- Organizational structures and definitions should be made in which it can be in easy and tight communication with the top management.
- Belonging/loyalty should be created by making the workplace attractive with social organization and social responsibility projects.

CONCLUSION

The financial sector is a business area that is rapidly affected by technological developments and has to develop new products, services, or applications every new day, as it has an importance that shapes the intense competition and the global system. The basic requirements for the sustainability of success for banks can be listed as follows:

- to develop the understanding of service with innovative services,
- facilitating and increasing access to financial services,
- adapt quickly to technological changes
- to ensure customer satisfaction and to make it sustainable,
- protect/increase their share in the sector.

As it is known, the world of finance has undergone a great development from the variety of personal/institutional loans to personalized services, various payment systems and methods, retirement planning, making investments in financial investment platforms, and moreover, making these services in seconds with digital methods. All of these reveal the need to approach Generation Z, who are valued customers of the future and who have to make financial decisions like never before, with strategies and tactics that support them and increase their productivity.

Generation Z clients and laborers, who have just entered the financial sector, will soon attain great value. Whether it is an employee or a customer, businesses will need new strategies in order to appeal to the Z generation, which is starting to take its place in the business world. In order to reach/retain and strengthen this audience, it is seen as an inevitable necessity for financial service actors to expand/develop their digital interaction methods ingeniously. Finding new ways to interact and connect with the most crowded and wealthy audience of the future that promises a lifelong relationship can be the key to success in competition.

The management of this new generation, which no longer sees the internet as a technology, can do several things at the same time, and has the potential to respond with high performance when directed to satisfaction, reveals the need for businesses to change their traditional methods while constructing their management functions. Therefore, Z generation employees should be equipped with the necessary training and encouraged with awards so that they can work efficiently and be productive in accordance with their job description. In addition, considering the needs, values, and motivators of the Z generation, their ideas should be appreciated, and these personalities should be respected.

Our creative and educated youth, who are the defenders of a fairer social order and will shape our future, constitute the basic building blocks of the driving force of economic growth and social development. The main factors to be considered in achieving the expected efficiency from this group by revealing the potential of the Z Generation employees can be listed as follows:

- job flexibility,
- the speed and worthiness of the career path,
- existence of peaceful work environments,
- working with technological equipment/methods and
- offering various opportunities/benefits,
- encouragement by appreciating their achievements.

As a financial sector customer, the speed of financial services, low legal restrictions, and easy access to services equipped with digital technologies will be a strength in keeping this audience as lifelong customers.

Generation Z will communicate, learn, be part of a team, have an open career path, be their own boss, sell, buy, be satisfied with their job and/or workplace, and ultimately manage and be managed in different ways than previous generations. Managers who understand the values, attitudes, and expectations of Generation Z and act accordingly will be better positioned to capture the productivity and success of employment.

The possibility of companies that can increase their attractiveness in the financial sector by discovering what is important for Generation Z and creating an appropriate corporate culture and business environment that will continue to grow and become more successful should not be ignored.

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Biography- Beyhan Kılınçer

She completed her undergraduate education at Hacettepe University Department of Business Administration in June 2005 and after her graduation, she started to work in the accounting department of Private Universal Hacettepe Child Health and Diseases Medical Center. In this process, she has carried out tasks such as stock management, protocol transactions, invoicing and receivable tracking, genotype system management, follow-up, interdepartmental coordination, etc. She continued her working life in Ziraat Bankası A.Ş. between April 2006 and July 2011. Her last position is a service officer, and she is involved in commercial and personal credits, corporate transactions, operational transactions, housing development administration service transactions, capital market instruments transactions, foreign transactions, etc. in the banking business. She fulfilled her duties devotedly. In 2010, she completed her master's degree at İnönü University, Department of Business Administration, Accountancy and Finance, with her thesis titled "Risk Management in Banks and Early Warning Signals". She started to work as a civil servant in the Social Security Institution (SSI) Malatya Provincial Directorate in October 2011. She has undertaken roles in support services and enforcement services within the SSI. In accordance with Law No. 6183 on the Procedure for Collection of Public Receivables, she carried out the execution follow-up and sequestration procedures of the companies' files. She started to work in Adiyaman University Social Sciences Vocational School, Accounting and Tax Department as a lecturer in April 2014. In March 2019, she completed her doctoral education with the thesis titled "The Effects of Foreign Direct Investments on Türkiye's Financial Indicators" in the Department of Accountancy and Finance, Department of Business Administration at İnönü University. She continues to work as the Deputy Head of the Department of Accounting and Tax at the Social Sciences Vocational School of Adiyaman University. She has national and international papers, book chapters, and articles. However, she is a referee in some national and international journals. She is married and has two children.

CHAPTER-5

PROBLEMS AND SOLUTIONS SUGGESTIONS OF GENERATION Z EMPLOYEES IN THE PUBLIC SECTOR

Murteza Hasanoglu

- ❖ The Academy of Public Administration of Azerbaijan
- ❖ 0000-0003-3734-4045
- ❖ m_hasanoglu@yahoo.com.tr

PROBLEMS AND SOLUTIONS SUGGESTIONS OF GENERATION Z EMPLOYEES IN THE PUBLIC SECTOR

INTRODUCTION

The theory of generations (generations theory) is a theory that describes the repeating cycles of generations in American and world history. Described by historians William Strauss and Neil Howe in the books *Generations* (1991), *The Fourth Transformation* (1997), and many subsequent publications. Elements of TP have gained wide popularity in modern mass culture.

Generation Theory is an exploratory approach that gained popularity in the early 1990s, sponsored by Neil Howe and William Strauss. This is a hint showing where to start communication and how to influence people of different ages. There are big differences between generations, and it is important to know the years when each begins and ends. They argue that the historical context determines human behavior: groups born in the same period have similar socio-psychological traits that are universal for the entire generation. It is important to remember that on an individual level, everyone is different. But if you look at people through the lens of generations, you can get a useful sequence that will help you communicate, work, motivate, and involve people of different ages.

By definition, the concepts of age, period, and community are used when expressing generations. A community is a group of individuals who have shared their situations and experiences in the years that have shaped their lives. These individuals will maintain similar attitudes and behaviors for the rest of their lives. The concept of generation, which is one of the most important concepts historically, defines the nature of the relationship of people as individuals in society. The concept of generation is perhaps primarily a kinship term that goes through different stages in the natural line from a common ancestor. This generation concept serves as a basic unit for describing the kinship relationship. For example, settlement practices, marriage rules with parents, grandparents, children, grandchildren are necessary for the study of family systems. In this article, we'll discuss Generation Z or Zoomer generation, and their characteristics, also some kind of expectations on career planning of the young people of this period.

1. CLASSIFICATION OF GENERATIONS

Throughout history, people have faced changes under the influence of the conditions around them. While generations acquire characteristic features by being influenced by the society they live in, on the other hand, they influence society with their thoughts and actions. This mutual interaction should be taken into account in the studies on generations (Ayhan and Gunesh, 2018: 164).

Individuals of each generation have their expectations, experiences, lifestyles, values, attitudes, and worldviews. The basic approach is to evaluate values and differences according to generations, examine the connections between values

and behaviors, and understand the effects of differences between generations on the way of doing business (Saba, 2013:4). Important national and international events experienced by individuals in their youth lead to the formation of a common consciousness and perception. The common consciousness and perception that is formed shape the behaviors, attitudes, tendencies, and preferences that occur in the future. Therefore, it is in question that each new generation has different characteristics with their values, perceptions, attitudes and behaviors, different perspectives, strengths and weaknesses, and characteristics. Each generational group shares historical and social life experiences that affect the way people in that generation develop. Each generation has its unique tendencies and characteristics that affect organizations and the way they work in various ways. The social context in which a generation develops and is shaped affects the personalities of the people in that generation, their feelings towards authority, their values and beliefs about organizational structures, their work ethic, why and how they work, their goals and desires for their working life. It has also been suggested that each generation is likely to develop different preferences or characteristics that enable them to distinguish between their feelings towards and what they expect from work (Wong et al., 2008: 879).

Today, five generations are working together. The problems that these generations experience with each other is undoubted a quality that can affect all working arrangements of organizations in terms of social and working life. In addition, the differences in the perception of work of these generations lead to the emergence of new work habits. Generation theory: proposes a community of individuals who have experienced similar political and social events since their birth years, who have developed unique value judgments and belief systems, and who have similar personality traits. Social, cultural, economic, political, and technological changes experienced over time cause generations to exhibit different characteristics. The chronological order of the five generations born in different periods and living today is as follows (Erden-Ayhun, 2013: 105):

1. Baby Boomers (1946-1964),
2. Generation X (Gen X; 1965-1980),
3. Generation Y (Gen Y, Millennium, nGen and IGen; 1981-1996);
4. Generation Z (Gen Z; 1997-2012)
5. Generation Alpha (2010 and later).

Generation members “travel together through time,” and their responses to common events are shaped. Individuals sharing the same birth year define each other as members of the same group, while they see the others as different generations. Therefore, individuals from the same generation can be distinguished from members of other generations. Not only the years shared, but also the unique

social and historical experiences leave a lasting impression on members of the same generation. While generations may have common features, they also have distinctly different features (Akdemir et al., 2013: 13). There are important differences in the characters, business, and social lives of the generations due to the way they grow up and the changes in the environment they live in. A significant part of the problems arising from the coexistence of different age groups arises from the differences in perception, method, practice, and communication between generations (Batur, 2014).

While the sense of loyalty of the Baby Boomers generation is high, this feeling varies in the X generation and decreases in the Y generation. The Baby Boomers generation, which has a workaholic nature, is contented and competitive, giving importance to teamwork. It is seen that the X generation is respectful to authority, sensitive to society, has high work motivation, is contented and anxious. Unlike the X generation, who respects authority, the Y generation exhibits a structure that hardly accepts authority. This generation is independent, does not hesitate to change jobs frequently, and has an individualistic feature. Generation Z, on the other hand, exhibits collaborative and creative features. Considering the use of technology, the generation that is most unfamiliar with the technology is the Baby Boomers generation. While the X generation has a low relationship with technology, the Y generation has caught up with the technological developments in the growing age, and the Z generation has been born into technology. Many studies in the literature emphasize that the Silent Generation, Baby Boomers generation, X generation, and Y generation have to work together in the business world and that these four generations have some differences in terms of their organizational characteristics. Generation X and Generation Y find Baby Boomers incompatible, very low in technological skills, and closed to innovations and differences (Erden-Ayhun, 2013: 105). In the 20th century, changes in the social mobility pattern seen in the USA over three generations have been observed, and each successive generation has found that they are more successful in obtaining a job than the previous generation.

Erden-Ayhun stated the organizational differences regarding various characteristics of generations as follows (Erden-Ayhun, 2013:106):

- *Manageability*: All generations think that Y-generation employees are more difficult to manage than other employees. Baby Boomers and Generation X employees believe that millennials like less supervision, dislike following procedures, and are less results-oriented than other generations.
- *Teamwork*: Although each generation considers that the other generation group has differences in terms of work ethic, all generations find themselves successful in terms of teamwork. Sometimes, Generation X and Generation Y consider their generation to be hardworking, but sometimes Baby Boomers and Generation X consider their Y generation employees as unwilling to put in maximum effort.

- *Balance:* Despite all generations stating that their generations attach importance to work-life balance, it is stated that X generation and Y generation employees care more about work-life balance than Baby Boomers generation employees.
- *Commitment:* Even though all generations see their generations as reliable in terms of commitment within the organization, Baby Boomers generation employees find younger generations less reliable than them. Even though X generation and Y generation employees find their generation groups insufficient in terms of commitment, they state that they do not bring this issue to the agenda due to their career goals. A manager who can understand generational differences will be more successful in motivating his subordinates from different generations; This will lead to an increase in productivity and job satisfaction.

Now let's talk about some characteristics of people of each generation.

1.1. Baby Boomer Generation

It consists of those who were born in the period when birth rates rose dramatically after the Second World War. This generation grew up in a period of longing for growth, prosperity, products, and services. The scars of the war continued in the period when the poverty brought about by the struggle for life was left behind and the existence began to emerge. The baby boom generation is the first to grow up with television and realize that television is an effective communication tool (Bati, 2015). The Baby Boomer Generation, which numbers about 76 million, is independent and individual; focused on personal goals and self-fulfillment; valuing economic security; having a successful career; perceived as having spending power. The characteristics attributed to the baby boom generation are as follows; workaholic, idealistic, competitive, loyal, materialistic, seeking personal satisfaction, valuing key positions and titles. Family values are very important for this generation. Most of their children left home, got married, and gave birth to grandchildren. In addition, the members of the Baby Boomer Generation exhibit a work-oriented structure that can make do with little, have the determination to work, have a developed sense of commitment, can provide their motivation, are consistent, open to developments in change. The baby boom generation wants to be in control and likes to learn and develop themselves. Historical events have made them a generation oriented towards themselves. The baby boom generation is hardworking, respectful of authority, and effective in management, as well as authoritarian, distant from technology, and resisting change. Seeing work as the most fundamental element, the Baby Boomer Generation is diligent, altruistic, and obedient to authority. Their positive outlook towards events distinguishes them from other generations. They can survive a crisis by maintaining their calmness and optimism. They want to take part in jobs that

they feel meaningful while making a career, and they also have a prescriptive and idealistic way of doing business (Acilioghlu, 2015).

1.2. Generation X

The first events experienced for Generation X, whose number is approximately 46 million, is the Vietnam War and the energy crisis. Generation X has witnessed the period in which the dynamics and balances of the world have changed. The increase in violence in the streets and the fact that the X Generation experienced violence in their schools were broadcast on television for days. The unexpected epidemic, AIDS, and readily available drugs have surrounded Generation X in a dangerous environment. The characteristics attributed to Generation X are as follows; self-confident, adaptable, distrustful of authority, resourceful, enterprising, and tech-savvy. In addition, Generation X is goal-oriented, independent, enthusiastic about technology and knowledge (Kurtoghlu, 2016: 420). They take great responsibility for raising themselves and tend to be less traditional. Nothing is permanent for Generation X, culture and universal thinking have become the norm. Generation X reacts to everything in its unique way. Gen X is serious, independent-minded, and eager to learn new skills, while at the same time cynical, impatient, and socially distressed. The meeting of the X Generation with the personal computer was decisive in the infrastructure of the period when technological developments began to form the basis of behavior. Technological events rather than social events have begun to be effective in generation classifications. Although X Generation met with technology later, they adapted to technology and started to use it in their working life. In general, members of this generation are contented and loyal, but also have individual characteristics. When asked what touched them in their lives; they protect what they value and ignore the rest (Acilioghlu, 2015). In the years shaping Generation X, family, religion, and government support programs are very weak. Having an entrepreneurial spirit, Generation X was responsible for themselves from an early age, so they are individual generations. They do not like to be drawn into a group. Generation X is the generation that observes what others are doing, has individual needs, and does not like to fit into a mold. It has often become a neglected generation because the previous generations had many children. X Generation, which takes place in crowded environments, is individualized with the motive of coming to the fore. This generation, which has become individualized in business life, has shown loyalty to the workplaces where they work and has been trying to rise and show itself.

1.3. Generation Y

Generation Y has experienced the first phenomena in globalization. They grew up in a more economically positive world than previous generations, in a period when large-scale wars and deprivations were not experienced. They exist in an age where new technologies, especially the Internet, and social media contribute to global

communication, rapidly developing (Acilioghlu, 2015). Generation Y individuals were born into a wireless society where technological, electronic, and global borders became transparent. Many millennials have faced and continue to face the slow job market and many university loan debts. Generation Y has grown up in an age where new technologies have changed and transformed many areas, including the way of life of people, with the effect of globalization. With internet technology and social media, members of this generation are instantly informed about everything. The dialogue they established with older people by adopting open communication enabled them to see everyone as an individual regardless of their age. Generation Y; Employment opportunities for women have grown in a rapidly changing time when dual-income families, extended family types are considered normal, social awareness increases, ethnic and cultural diversity is respected, and computers are available in homes and schools. Generation Y has smart and grounded personality traits according to their age range. The characteristics attributed to Generation Y are as follows; Deserving, optimistic, civic-minded, participatory parent, values work-life balance, multitasking, and team-oriented. In addition, they value independence and status, are impatient, have quick access to information, are overconfident, and have a wealth of talent when well-managed. Millennials are seen as optimistic, tech-savvy, and highly social team players; at the same time, he is unkind to authority and experience and is reluctant to work overtime (Kurtoghlu, 2016: 426).

1.4. Alpha Generation

Alpha generation includes today's infancy, infants, and of course the unborn. Marketing classifications include individuals born in 2010 and beyond"(Nagy, 2017, 108). It does not seem possible under the conditions of the current period to talk about the existence of results with high validity regarding the alpha generation.

Compared to other generations, what is known about the Alpha generation is quite limited. Research on the alpha generation mostly focuses on the possible characteristics of this generation. Since the oldest of individuals born after 2010 is only 10 years old, it is usual for research and evaluations to be based on assumptions to a large extent (Nagy, 2017, 112).

1.5. Generation Z

At least, the main detail of the article will be focused on Generation Z. The birth date range of Generation Z has been classified in different ways in different sources. There is no agreement on the exact dates of Generation Z in the sources. They are considered to be those born in the date from the 1990s or mid-2000s to the present. The generation that includes those born after 2000 is called the Z generation. Since this generation was born in a completely technological age, they live together with technology. For this reason, members of this generation are called "Generation I", "Internet Generation", "Next Generation" or "iGen". Another name is the "Instant Online" generation. This generation is also defined as the generation that will

experience extreme individuation and loneliness. While the Mission and Ministry define the Z generation as the first generation of the 21st century on its website, it also finds the names digital children and “.com” children appropriate for them (Chetin, Bashol, 2014).

Currently, the most mature individuals are in high school age, also known as the internet generation. Generation Z, who is always together with new technological opportunities, communication, and transportation facilities, can connect by establishing verbal and even visual communication at any time, even if they are far away (Demirkaya et al., 2015: 186-204). The first members of this generation, which is believed to have been born and will come to the world between 2000-2020, will have entered the working life in the next five years. Therefore, the behavior of this generation in social and business life has not yet begun to be investigated. There is not much information about this generation in the literature yet. This generation, unlike all of the previous generations, can become members of various networks. It is argued that they live and can live alone because they can establish relationships at a distance. It can be said that they have developed their ability to deal with more than one subject at the same time. This generation is also called the internet generation, nanotechnology children (Adiguzel and Batur, 2014:174). For this generation, small portable devices that are always with them, computers, MP3 players, iPods, mobile phones, DVD players are inseparable parts. Generation Z is the mysterious children of the near future, which is difficult to predict from today. Many features of the Z generation indicate that it will be a GSM-based generation. Generation Z attracts attention with their behavioral characteristics that are fond of worldly pleasures, grasp technology quickly, and carry out their work in a short time and meticulously. The Z generation, which uses technology at an advanced level, is growing with small portable devices that are always with them, computers, MP3 players, i-pods, mobile phones, and DVD players (Erden - Ayhun, 2013: 102).

1.5.1. Some Habits of Generation Z

Generation Z prefers to talk ‘online’ rather than face-to-face. Their friends on social media are just as important to them as their real-life friends, but they can sometimes meet these virtual “friends” in real life... 8 out of 10, or even more, do not leave social networks and more than half of them think that their real social life takes place there. Generation members are independent, stubborn, pragmatic, and always in a hurry. Generation Z is a very different generation from Y. Although there are recent periods, the most fundamental difference between these two generations is that Y’s experienced a period of transition and transformation to internet technology. Z’s, on the other hand, was born into the internet and technology era. In other words, they will not be able to imagine a pre-technology period without technology (Oral, 2013). Changes and transformations in the living standards have brought the Z generation individuals to grow up in a completely different world

compared to other generations, especially the advances in technology have caused the individual characteristics of the said generation to be separated from other generations. Members of this generation are always together with new technological opportunities, communication, and transportation facilities (Chetin, Bashol, 2014). Even if they are far away, they can connect by communicating verbally and even visually with their small devices at any time. Unlike previous generations, they are ‘network’ youth; they become members of various networks. Since they can relate from a distance, they live and will live physically alone. Their ability to deal with more than one subject at the same time develops. Generation Z is distinguished from other generations by three elements.

- As age and life span (ontological factor),
- As the age and technology, they are in (sociological factor),
- As facts and experiences (historical factor).

Especially in cities and developed societies, in terms of family and education, this generation has older families compared to previous generations and they are educated by older teachers. In addition, this generation can access the information they want with a click, be educated at an earlier age, and grow and develop more quickly. Therefore, they can have a very good position in the virtual world (Akdemir et al., 2013: 15).

1.5.2. Generation Z in Education Life

This becomes the most important obstacle in their way to success. Traditional training methods do not seem appropriate for this new generation. They enjoy activities that allow creativity. They do not accept passivity. Their long-term memory can be activated by games, storytelling, and dreams rather than memorization. They are noteworthy in that they are result-oriented individuals. It is predicted that they will have many degrees, experts, and inventors and that the concept of authority will be unimportant in their lives. It is stated that emotions will be prioritized and that they will be the closest generation to the silent generation that stands out with the value they attach to emotions. In this context, schools need to turn to the emotions of their students (Erden-Ayhun, 2013: 105). They hope to be able to choose what kind of education they will receive, where and how they will learn. To meet the needs of these new students, schools have to rethink how they operate. Course material, search machines, library databases prefer animated, image-based, and interactive learning (Beyers, 2009: 1,3). They’re the generation that says “I was down on the internet” when they couldn’t do their homework. Generation Z, who views books as ‘absolutely no’, takes care of all their school-related work on the internet, underestimates the teacher because they can access the information they want instantly, almost becoming their teacher. Their teachers and school administrators are far from being role models for them. This generation between the ages of 13-20 takes all the new trends and trends from social media and finds the morals of

previous generations outdated. They all surf the web while watching TV and think that anything is possible with technology. But their concentration interval is very short, and they tend to skim through it rather than read it properly. This causes them to have difficulties in school.

2. GENERATION Z IN BUSINESS

It is observed that four generations are working together in today's business world, the silent generation is mostly retired, the Baby Boomers generation, the X generation, and the Y generation are in business life, while the M and Z generation; It is seen that they have not taken part in their business life yet. The fact that M and Z generations, who have not yet taken part in today's business world, were born in a different technological, political, economic, and socio-cultural period highlights that they may have different value judgments in their future working lives (Erden-Ayhun, 2013: 103).

Since this generation is not yet in working life, although the strengths and weaknesses of this generation related to business life have not been determined clearly, the estimates show that the members of the Z generation may be unfaithful to the brands and the organizations they work for, they may not be determined and ambitious, and they may give up easily because they get bored quickly. In this context, the members of the Z generation do not want to do standard work, and they want to customize everything. On the other hand, the fact that they are more successful than other generations in creativity, seeking rights, and relations with different sociological groups shows the successes that Generation Z can achieve in business life, but it should not be forgotten that these are only estimates. This generation is defined as the generation with the highest motor skill synchronization (Demirkaya et al., 2015: 189). It is predicted that the organizations that silent generation employees are loyal to will leave their place to disloyalty and rapid job change in the Z generation. Generation Z is result-oriented. They like to live without question. In the future, everything that requires them to make a decision when they enter business life will be done by the systems and will be decided by artificial intelligence. They will be multi-degrees, experts, and inventors. The concept of authority will no longer matter in their lives. They are dissatisfied, unstable, and innate consumers. They say that they see a dark future, especially in terms of economy and environment, and they say that they are "very stressed" because of this. Generation Z is a generation that wants to establish its organization. Between 50 and 72 percent want to create something from scratch and become their boss. They perceive the concept of 'work' as a 'complex, wild forest'. They think that success comes from their network of connections rather than their qualities, and they prefer a flat organization to a hierarchy. 76% of them want their hobby to be their profession. It is estimated that this generation, who has not yet entered the business life, will find interesting inventions and working methods, especially in the virtual world, in the next ten years (Demirkaya et al., 2015: 189).

2.1. Business Expectations

When we look at the years when the Z generation was born and raised, it is seen that technology is an indispensable part of their lives and technology is developing rapidly compared to the past. It is quite natural for a generation growing up under these conditions to want to use technology in their working life. If this generation chooses a traditional office as their workplace, the office should be designed as technological and modern, equipped computers and appropriate tools should be found in the office. Generation Z prefers to establish their relationships in the business environment with internet networks rather than hierarchy. Akar states that this generation will not be able to perform adequately as a team player and will be more successful individually (Akar, 2015: 39). In another study, it was stated that this generation preferred to work alone, and they wanted to learn and solve the job instead of a consultant. Members of this generation expect flexibility in the workplace. From this point of view, it is thought that the “home office” working style, which is called working from home, will be suitable for this generation (Looper, 2019: 4). In this way, the individual will be able to do his work and fulfill his professional duties with the ability to do more than one job at the same time (Akar, 2015: 202).

2.2. Expectations from the Manager

There are two types of management in organizations. Mechanical organization or a bureaucracy consists of an infrastructure element. These six elements are rigid hierarchical relationships, fixed tasks, a lot of rules, formal communication channels, central decision-making authority, and more complex structures. This management style may be suitable for generation Y or earlier generations. But for the Z Generation, the organic management style, which is a very harmonious form, as loose and flexible as the Z generation would like to have, would be more suitable. Collaboration has six other elements that are: adaptive tasks, few rules, informal communication, decentralized decision authority, and flatter structures. Rather than having standard jobs and regulations, the flexible nature of the organic organization allows it to change quickly when needed, and there is also a division of labor. Instead of a mechanical construction strategy with cost minimization; Choosing innovation as a strategy that leads to the word technology, which is also associated with the Z generation, is the key to organic structures.

The fact that the Z generation is more distant from the hierarchy compared to the previous generations brings about a change in democratic management styles. With the increase of Z's in the business world, it is expected that there will be more screens in business environments, paper and procedures will decrease, flexible working and models will intensify, and many new tasks will emerge.

Considering the characteristics of the Z generation, a leader who has the basic managerial characteristics of organizing, planning, hiring, and controlling, who has

the authority to manage rather than an ordinary manager, who can motivate his employees in various ways, who can influence with his charisma, who has social skills and who can empathize, will be more appropriate. According to Akar, the leader must provide a work environment where freedom areas are not tolerated by giving them the necessary authority and responsibilities, taking into account that the Z generation will be more successful individually rather than being a team player (Akar, 2015: 39). The desire of members of this generation to experience the work on their own instead of learning from a coach is an issue that should not be ignored by the leader.

Another expectation of Generation Z from managers in business life is talent management. Talent management is an important concept on the human resources agenda and is defined as the process of building the future of the company by recognizing, managing, and developing employees (Tash et al., 2017: 1045). Identifying talent is the most important step to be successful in talent management. While bonuses, awards, and promotions become transparent within talent management, communication within the company becomes horizontal rather than vertical. Thus, while the dynamism of the lower levels increases, the independent stance of the Z generation can increase the efficiency of business decisions. The correct understanding of the Z generation's view of authority and communication style facilitates the process. Companies that can break out of the corporate culture hierarchy and move into open collaboration may become attractive to Generation Z. Generation Z consists of individuals who, if approached with tolerance, can add added value to their environments and can also positively change the dynamics of their life and society. Managers need to develop strategies for this generation to work in harmony with others in the business (Tash et al., 2017: 1045).

2.3. Runtime Expectations

According to Looper, for individuals in the Baby Boom generation, working in a business for many years means loyalty, but for this generation, standard working hours per week are not that interesting. Members of this generation see themselves more as professional freelancers” (Looper, 2019: 4).

Generation Z members prefer flexible working hours and want a comfortable working environment. For this reason, the majority of Generation Z individuals want to be entrepreneurs instead of working in a salaried job. Longer working hours or working hours do not mean that the job is done correctly, effectively, or efficiently. Research shows that Generation Z likes flexible working hours. Flexible working method; It is preferred for both employers and Z generation employees, as it increases employee motivation and morale, reduces absenteeism, increases productivity in the enterprise, and increases wages in parallel (David, 2008: 667).

To meet today's business challenges, many companies are adopting alternative work arrangements to better meet the needs of their employees. One of these

arrangements, flexible working is a scheduling system that allows employees to choose their working hours within a certain time language. Flexible working provides an opportunity for employees to adjust their daily schedules with other family members, and to avoid wasted time in the morning and afternoon commute (Courtland, 2007: 342).

2.4. The Career Understanding of Generation Z

By 2020, it is predicted that the Z generation will constitute approximately twenty percent of the workforce. According to the survey Tulgan conducted with university students, although the Z generation has just started working life, they have a clear career goal. When asked where they see themselves five years after graduating from university, 32% of them plan to be on the management staff of a corporate company. Even if 24% are not in the management team, they think that they will climb the career ladder in a corporate company. While 20% plan to start their own business, only 9% want to continue their graduate education. 6% of students are in favor of working in a non-profit company (Ozturk, 2019).

It is thought that the decisions will be made by the systems, artificial intelligence will be effective in these decisions so that the members of this generation will face fewer problems as the Z generation steps into the working life. The most distinctive feature of the Z generation is that it can easily adapt to new developments and speed. Since it is a generation that is open to innovations, it is expected that the working environment and conditions of the Z generation will be different from the previous generations. It is thought that the members of this generation will want to work in companies where technology is dominant and that prioritize concepts such as innovation, creativity, and flexibility (Latif & Serbest, 2014: 4).

When we look at the expectations of the Z generation from business life, we see that they want flexibility at work and working time, give importance to work-life balance, prefer organic organization as opposed to the hierarchical structure, expect career advancement opportunities both horizontally and vertically, are far from monotony in the given jobs, creativity and technology are integrated. They want to undertake the tasks, expect opportunities that provide moral satisfaction as well as material satisfaction, which they think that success should be valued with the work done and revealed rather than working hours, they prefer individual offices because they prefer individual work rather than team spirit, and they want technological tools to be allocated to them.

CONCLUSION

The world is changing rapidly. A different format of interaction between the authorities and society is being built. Social media is changing the media. The similarity of behavior patterns of individuals living in the same years and sharing the same social and cultural environments enabled generalizations to be made in the classification of these generations. It is observed that the differences

between generations are shaped according to the historical and cultural events they experience. Developing technologies with the effect of globalization has led to the beginning of change for humanity. Generations defined according to historical processes have begun to be characterized in the light of technological developments with the period initiated by technology. Generations have been characterized as parallel to sociological developments after 1965. After the X and Y Generations, the Z Generation, which shapes its life in the center of technology, has been defined. Today, the coexistence of these generations brings along cultural richness as well as the problems created by different behavioral patterns. From past to present, generations are classified by different names in different date ranges by researchers. In today's most used classification, individuals are divided into five generations. Generations are also influenced by the historical development of a country. The macro-level social, political, and economic events experienced in this period affect the individuals in the developmental age and therefore the value and belief system, expectations, and behaviors of the generation they live in.

At this time when the world is changing rapidly and technology is developing every second, Generation Z has unique expectations and values. As a generation with a high self-focus, the Z generation has grown together with communication and transportation facilities. Generation Z is a generation that does not prefer standards and produces new strategies. As a result of this, the Z generation is expected to produce flexible systems in business life. As a generation that grows up with technology, the Z generation can use the conveniences of technology in different areas of life. It is expected that the technology-oriented speed dependency, which entered business life with the Y generation, will reach a higher level with the Z generation.

Families of Generation Z have family structures that marry at an older age and have less divorce. The parents of Generation Z have very different characteristics from the parents of other generations. Gen Z has active parenting attitudes in terms of getting a better education, growing up in good conditions, and being safe. Global terrorism events such as September 11, violence in schools, economic uncertainties, recession, etc. encountered situations. It is observed in the lifestyle and behaviors of the Z Generation that they adopt traditional beliefs, value the family with their neo-conservative mindset, are self-controlled, and have more responsibility. The devices they connect to the internet and social networks have almost become a part of their body. Generation Z, who constantly spends time in virtual environments, are constantly bombarded with messages in their daily lives, including virtual environments. Generation Z has the values of originality and realism. Generation Z, who can grasp technological innovations very quickly and use them meticulously and quickly in their work, is described as a born consumer. They will be more inclined than other generations to be able to communicate. It will support the

system of working from home in terms of costs in businesses, and it will reveal the opportunity for employees to spend their time on their private lives, such as staying in traffic. Since Generation Z is equipped with the effects of the internet, speed, and discourses such as “must be mine now”, “buy it now”, they are both affected by consumption and affect consumption trends. As a result, other features of the Z generation can be listed as follows (Tash et al., 2017: 1045).

- It is a generation born in technology.
- They are collaborative.
- They are creative and productive.
- They have digital communication habits.
- They have high expectations from life.
- They socialize quickly.
- They support business processes with technology.
- They are away from bureaucracy.
- They are prone to flexible systems.
- They are ambitious.
- They tend to innovate.
- Loyalty levels are low.
- They interpret information faster.
- They tend to live alone.

Gen Z people have a built-in immunity to advertising because they have been accustomed to it since childhood. They don't worship brands. It is important for them that the product is environmentally friendly and, most importantly, useful, which will develop them as a person. In addition, Generation Z already surpasses the previous generation in speed and development. People of this generation learn faster, interact better with technology, and learn new skills. Moreover, Generation Z is a pragmatic generation. For them, comfortable working conditions and a good salary are basic expectations from work. Nevertheless, it is important for Gen Z that company values are in line with their values, and the ability to make the world a better place is no less important criterion in their work than millennials.

The theory of generations is not a panacea that answers all questions about working with people. Nevertheless, it gives us hints and helps us better understand what influenced our values and how it affects our work. And most importantly, the theory of generations shows that we are different, and what worked for some will not necessarily work for others.

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Biography- Murteza Hasanoğlu

He was born in Azerbaijan. In 1997, he graduated from Gazi University, Faculty of Economics and Administrative Sciences, Department of Public Administration. In 2001, he completed his master's degree in Management Sciences from Gazi University, Institute of Social Sciences. He completed his doctoral education in the same Institute, which he started in 2001, in 2005, and became a Doctor of Management Sciences. Hasanoğlu, who has national and international papers, articles, and books published in his field, conducts academic studies on public administration, local administrations, human resources management, management-organization, performance, and norm staff. He continues to work as a lecturer at the State Administration Academy under the Presidency of the Republic of Azerbaijan.

CHAPTER-6

GENERATION Z IN TOURISM

Eda Rukiye Dönbak

- ❖ Adiyaman University
- ❖ 0000-0002-1752-0390
- ❖ edonbak@adiyaman.edu.tr

Ömer Gezer

- ❖ Shaanxi Normal University
- ❖ 0000-0001-6108-1463
- ❖ ogezer44@outlook.com

GENERATION Z IN TOURISM

INTRODUCTION

In this book section, the conceptual and numerical changes of the studies on the Z generation in the field of tourism are examined through bibliometric analysis. All of the publications examined in the chapter on “Gen Z and Tourism” were obtained from the Web of Science (WoS) database. Since the search was made on the basis of the subject, ten different search criteria were searched in WoS in order to carry out the search in a wide scope. As a result of the scanning carried out without any time limit criteria, it has been understood that the research about Generation Z in the tourism literature has started to exist since 2017. In terms of subject distribution, it is seen that this research mostly belongs to the fields related to management and organization in tourism, tourism marketing, and tourism management. It is seen that the research on Generation Z in the field of tourism has an increasing trend over the years, and it is expected that this study will contribute to drawing the general framework of the literature for future research on this subject.

1. GENERATION Z OVERVIEW

The term of a generation refers to populations of people who were born in the same historical period (Kupperschmidt, 2000), and “experience the same significant events within a given period of time” (Pilcher, 1994). In the literature, generation cohorts are divided into five categories: 1) Traditionalists (i.e., individuals who were born between 1922 and 1945); 2) Baby boomers (i.e., individuals who were born between 1946 and 1964); 3) Generation X (i.e., individuals who were born between 1965 and 1980); 4) Generation Y (i.e., individuals who were born between 1981 and 1994); and 5) Generation Z (Turner, 2015; Mohr and Mohr, 2017). Each of them has its own characteristics, different needs, interests, attitudes, behaviors, expectations, and lifestyles (Williams and Page, 2011). Among them, Generation Z is considered the newest, youngest, and most dynamic consumer group of tomorrow (Priporas et al., 2019).

What is Generation Z? As stated in Turner (2015) and Priporas et al (2017), Generation Z refers to the individuals who were born subsequent to Generation Y, well-educated, and closely connected to the social internet networks (Turner, 2015; Priporas et al., 2017). There is no certain consensus on the birth years of Generation Z; However, it is generally acknowledged that individuals of this generation were born between 1995 and 2010 (Mohr and Mohr, 2017; Priporas et al., 2017; Băltescu, 2019). Furthermore, Gen Z has different terms that were reported in the previous studies, which include, Digital natives, Net-Gen, Gen Tech, I-generation, and Facebook Generation (Turner, 2015; Wiedmer, 2015; Priporas et al., 2019; Pichler et al., 2021). Members of Gen Z were born and grew up in the era of technology-related changes and developments (Turner, 2015; Priporas et al., 2017; Sakdiyakorn et al., 2021). Therefore, members of this generation have

some idiosyncratic characteristics in relation to previous generations (Priporas et al., 2017). According to Turner (2017) and Duffet (2017), the most important and distinctive characteristics of this generation members are the frequent and proficient use of the internet and social media platforms. A report conducted by AdColony (2021) shows that 97% of members of this generation own a mobile device, and they spend around 9 hours a day on mobile devices. Undoubtedly, for most of them, digital technology and social media platforms have become an integral part of their daily life routines, shortest and the most fundamental ways of interacting and communicating with people across the globe (Turner, 2015; Pichler et al., 2021). Furthermore, in the literature notable other characteristics of this generation are being realistic, responsible, high on a self-learning, curious, entrepreneurial, open-minded, self-confident, highly tolerant, self-directed, innovative, and creative (Ozkan and Solmaz, 2015; Chaney et al., 2017; Priporas et al., 2017; Corbisiero and Ruspini, 2018; Chillakuri, 2020; Thach et al., 2021).

2. GEN Z TOURISTS

Generation Z is a new tourist group that represents the new tourism segment and was born into a wholly digital world (Turner, 2015), where they have clear opinions and knowledge of “what they want”, “how to get it” and “how to use it” on many things (Băltescu, 2019). They are considered as an incredibly important dynamic, and fastest-growing demographic group for tourism and hospitality industries, both now and especially in the future (Monaco, 2018; Robinson and Schänzel, 2019). Thus, it is extremely crucial to better understand the travel experiences, needs, expectations, and behaviors of this new tourist group members, which is a golden key for these sectors’ future.

When examining the literature, we notice that most of the studies have stated that the main purpose of Gen Z tourists for traveling is to discover and experience different cultures, learn novel and curiosity stimulating things, socialize with local people, and establish friendships (Cavagnaro et.al, 2018; Dimitrion and AbouElgheit, 2019). Furthermore, they prefer authentic and modern tourism activities (Băltescu, 2019) worth sharing the exciting travel experiences, feelings, thoughts, photos, or videos through social media platforms. (Monaco, 2018). It is clear that their posts or visual content about a tourism services or destinations on social media facilitate the decision-making process of potential tourists and have an important role in attracting them to a certain destination (Icoz et al., 2019; Nguyen et al., 2021). Also, it was reported by Rezdy (2018) that 90% of Gen Z tourists make their decisions based on their social media posts. As a result, for them, the internet and social media platforms have become an important, effective, and integral part of their travel. Specifically, they used social media platforms to collect information, to compare prices, to evaluate alternatives, to plan their travels, make their decisions and booking, and finally also to share their travel experience on social media (Fotis

et al., 2012; Xiang et al., 2015; Ukpabi and Karjaluoto, 2018; Băltescu, 2019; Dimitrion and AbouElgheit, 2019; Król and Zdonek, 2021).

Compared to previous generations, tourists of Gen Z are heavy users of social media and have in-depth knowledge of digital information technology (Turner, 2015; Duffett, 2017). Thus, they can quickly access more information about tourism products, services, or destinations at anytime and anywhere. Consequently, according to the needs and expectations of Gen Z, it is extremely important for the tourism and hospitality industries managers or marketers to quickly and effectively optimize and clarify their marketing strategies for this emerging market segment.

3. METHODOLOGY

The analysis of relationships between citations constitutes a test of the existing network of links between scientific publications. While scientists systematize knowledge by quoting and citing, they also contribute to its dissemination by quoting the information it refers to. The vastness of the literature can complicate the analysis and identification of key trends in development and relationships in the field. In this case, bibliometric methods are used to analyze and define the main trends in the subject development and relations (Hajduk, 2017).

Bibliometrics is used in the quantitative analysis of scientific publications such as printed journals, books, articles, authors, field, subject, citation, institution, a country with mathematical and statistical tools. Bibliometrics is a set of methods that give some clues about the related discipline, field, subject, institutions, countries, authors, and collaboration between authors. At this point, it is stated that bibliometry is evaluated within the framework of content analysis with quantitative methods (Aylan, 2021; Cati & Ocel, 2018; Evren & Kozak, 2014).

The first step in this study, which was prepared in the light of this information, is to select a database with high-quality data for the bibliometric analysis of the Z generation topic in the field of tourism. The bibliometric analysis of the Z generation and tourism issue was made with the data obtained from the Web of Science database. Web of Science (WOS) is a very useful database for bibliometric research, due to a large number of abstracts and references from high-quality and effective scientific articles, and because it is a widely accepted database (Li & Hale, 2016).

3.1. Creating the Dataset

The search strategy used when searching the WOS database is shown below in its original form: “(from *Web of Science Core Collection*) You searched for: TOPIC: («generation z» and «tourism management»). OR TOPIC: («generation z» and «hospitality management»). OR TOPIC: («generation z» and «hotel management»). OR TOPIC: («generation z» and «accommodation*»). OR TOPIC: («generation z» and «travel*»). OR TOPIC: («generation z» and «tour*»). OR TOPIC: («generation z» and «tourism*»). OR TOPIC: («generation

z» and «employment in tourism»). *OR TOPIC*: («generation z» and «tourism*»). *OR TOPIC*: («generation z» and «job in tourism*»). Timespan: All years. Indexes: SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH, BKCI-S, BKCI-SSH, ESCI”.

Thus, the articles that were included in the search criteria and that included the concepts of generation z in the field of tourism were filtered through the “WoS” database system. As it can be clearly seen from the search criteria, the studies were searched overall times and no specific year restriction was applied. The documents evaluated as a result of the search include 63 publications published between 2007 and 2021, and the data was accessed on 10.12.2021.

3.2. Data Analysis

In this study, a new bibliometric technique that provides a set of tools for quantitative bibliometric analysis (Aria and Cuccurullo, 2017) was applied, the Bibliometrix R-package developed in the R language in 2017. Thanks to the Bibliometrix (RStudio v.3.4.1) software, it was possible to analyze the content and general structure of the data. The analysis options in the program are diverse, divided into logical and graphical, and divided into seven categories: These are: 1. Overview, 2. Sources, 3. Authors, 4. Documents, 5. Conceptual structures (Conceptual Structures), 6. Intellectual Structure and 7. Social Structure. Generated graphs and performance analyzes can be exported to various file formats; maps can be exported as pajek and html and tables can be copied to clipboard or saved as Excel, pdf, or output (Moral-Muñoz, et al., 2020).

4. FINDINGS

63 documents were used to analyze the overview of this research area and the intellectual structure of the field. On the one hand, an overview of the influence areas of the publications, journals, researchers, institutions, and countries related to the Z generation in the field of tourism was made through a series of indexes. On the other hand, the current trends, thematic development, and research focuses of their research were determined in order to explore the intellectual structure of the studies related to the Z generation in the field of tourism with content analysis using word and citation analysis.

4.1. Description of Data

Scientific production on tourism and generation Z has started since 2017. It has been seen that the total number of documents related to these is 63, the number of articles is 41, the number of conference proceedings is 11, and the number of other documents (book, book chapter, review, etc.) is 11. It has been understood that the annual average number of scientific productions on this subject is 1.4, and the average of citations to the sources is 7.04. While the number of keywords (belonging to the authors) included in the analysis is 258, the number of keywords

produced by the database system is 192. It has been understood that a total of 160 authors have produced a scientific total on this subject. While the number of authors who published alone was 9, 151 authors made partnerships. It was determined that the number of documents per author was 0.3.

4.2. Annual Scientific Production and Average Citations

With the help of Bibliometrics, annual scientific production and annual average citations from publications in this field were obtained as shown in Table 1. When Table 1 is examined, it is noticed that the annual average number of citations is the highest in 2018, and the second-highest average annual number of citations belongs to 2020. It was determined that the annual number of scientific publications was 17 until the date of 10.12.2021 when the scan was made, but the number of citations for this year could not be obtained.

Table 1. Annual Scientific Production and Average Citations

Years	Annual Production	Annual Average Citations
2017	1	0
2018	11	7.8
2019	15	3.1
2020	13	5.6
2021	17	-

4.3. Citation Data of Top 20 Authors

By using the author's information in the collected data, the leading authors, institutions, and countries in the "tourism and Z generation" can be determined and revealed. The authors who have publications on tourism and generation z and ranked in the top 20 are shown in Table 2. When Table 2 is examined, it is seen that Goh, Chang, Bejan have the highest score in terms of the annual and the total number of citations.

Table 2. Data of the Authors

Authors	Years	Frequence	Annual Citation	Annual Citation (Average)
Abouelgheit E	2019	1	7	2,3
Airey D	2018	1	7	1,75
Alashry M	2021	1	0	0
Alvarez-Albelo Cd	2021	1	1	1
Anderson Mk	2019	1	2	0,66
Andreani W	2019	1	0	0
Apostolakis A	2018	1	7	1,75
Ascenso R	2020	1	4	2
Banozic M	2020	1	0	0
Bara Ez	2019	2	0	0

Barrientos-Baez A	2021	1	1	1
Baum T	2020	1	2	1
Baum T	2021	1	5	5
Bejan Bm	2019	1	27	9
Berbel G	2019	1	3	1
Biro-Szigeti S	2020	1	1	0,5
Biro-Szigeti S	2021	1	0	0
Chang Wl	2017	1	0	0
Chang Wl	2018	1	34	8,5
Goh E	2018	2	107	26,75

When Table 3. is examined, it is seen that the author, doi number, number of citations, and the subject of the research of the 20 most cited articles in the international arena are explained. Only the doi number and the subject of an article could not be reached, only the number of citations were obtained. When these 20 most cited articles are evaluated in terms of subject, it is seen that Generation Z's business behaviors in hospitality businesses, consumer behaviors seen in certain types in tourism, and general tourist behaviors are seen.

Table 3. Internationally Most Cited Publications

Paper	DOI	Total Citations	TOPIC
Goh E, 2018	10.1016/j.ijhm.2018.01.016	85	Generation Z as workforce in hospitality sector
Skinner H, 2018	10.1108/JTF-12-2017-0060	45	Generation Z and Gamification
Goh E, 2019	10.1016/j.ijhm.2019.02.005	40	Generation Z hospitality employees' behavior
Chang Wl, 2018	10.1016/j.elerap.2018.01.014	34	Generations and degree of risk in the sharing economy
Goh E, 2020	10.1016/j.tmp.2019.100603	31	Generation Z talent in the hospitality workforce
Haddouche H, 2018	10.1108/JTF-12-2017-0059	28	Generation Z and the tourist experience
Dabija Dc, 2019	NA	27	
Goh E, 2018	10.1177/1467358416683770	22	Generation Z and employee theft
Monaco S, 2018	10.1108/JTF-12-2017-0053	18	Tourism and the new generations: emerging trends
Styven Me, 2018	10.1108/JTF-12-2017-0057	14	Generation Z and travel experience, social media
Bravo R, 2020	10.1002/jtr.2327	13	Generation Z and consumer behavior

Zhang Tt, 2020	10.1108/TR-06-2019-0251	12	Generation Z and Co-creating tourism experiences
Dimitriou Ck, 2019	10.20867/thm.25.2.4	7	Generation Z's Social Decision-Making in Travel
Stergiou Dp, 2018	10.1108/IJWBR-03-2017-0018	7	The winery experience from the perspective of Generation Z
Shen Y, 2020	10.1016/j.tourman.2019.104074	7	Generation Z and participate in a gamified trip?
Robinson Vm, 2019	10.1108/JTF-01-2019-0014	6	A tourism influx: Generation Z travel experiences
Goh E, 2021	10.1108/IJCHM-11-2020-1295	5	Job perceptions of Generation Z hotel employees
Entina T, 2021	10.17512/pjms.2021.23.2.08	4	Meeting The Needs of Generation Z
Vieira J, 2020	10.3390/admsci10040103	4	Generation Z and Key-Factors on E-Commerce: A Study on the Portuguese Tourism Sector
Giachino C, 2021	10.1016/j.landusepol.2020.105176	4	Nature-based solutions and their potential to attract the young generation

4.4. Intellectual Structure of Tourism and Generation Z Research Area

In this section, keyword analysis and citation analysis were evaluated together to define the basic elements of the knowledge base of the “Generation Z and Tourism” research area as solutions for content analysis. A number of bibliometric methods have been used to present the intellectual nature of this field.

4.5. Keyword Analysis

Keywords are used by the authors as a clear, representative, and concise description of the research content. For this reason, it is used to determine the most important topics and themes of a research field on the basis of keyword analysis (Zheng, et al., 2016). In Table 4, the 24 keywords with the most repetitions are presented with their frequency numbers. “Generation z”, “tourism”, “social media”, “millenials” are the keywords with the highest frequency. It has been seen that some of the keywords that have a frequency of more than 2 and have an important place in the studies on this subject are “generation y”, “generations”, “marketing”, “sharing economy”, “theory of planned behavior”, “consumer behavior”.

Table 4. Number of Repetitions in Keywords

Terms	f	Terms	f	Terms	f
generation z	29	sharing economy	3	generation x	2
Tourism	9	theory of planned behaviour	3	generation z cohort	2
social media	7	consumer behaviour	2	hospitality industry	2
millennials	6	destination attachment	2	motivation	2
generation y	3	festival tourism	2	online risk	2
generations	3	gamification	2	sentiment analysis	2
marketing	3	gen z	2	social networks	2
				sustainable tourism	2
				tourism experience	2

Table 5. summarizes the change in the frequency of use of keywords over the years. The highest number of increases over the years belongs to the keyword “Generation Z”.

Table 5. Change of Keywords by Years

Keywords	2017	2018	2019	2020	2021
Generation Z	0	5	12	19	26
Tourism	0	1	5	8	9
Millennials	0	3	3	5	6
Social Media	0	1	2	3	6
Generations	0	1	2	3	3
Marketing	0	0	3	3	3
Sharing Economy	1	2	2	2	3
Theory of Planned Behaviour	0	2	2	2	3
Consumer Behaviour	0	0	2	2	2
Festival Tourism	0	0	0	1	2

In order to determine the most influential journals on “Generation Z and Tourism” from a different perspective, journal clustering analysis was performed using the Bradford’s Law tab in the Biblioshiny software. It was first published in 1934 by S.C. Bradford’s Law, defined by Bradford, is based on the principle of ordering periodicals in the literature according to their efficiency (Gökkurt, 1994). According to Bradford’s Law, sources in the first region form the core of the literature and can be calculated to identify the most influential journals in a discipline (Tsay and Li, 2017).

The result of our analysis according to Bradford’s Law is presented in Figure 2. According to this law, 6 journals are in the core journal (Zone 1) region and are the most effective resources in this regard. Apart from these, 14 journals are in Zone 2. While the journals in Zone 1 occupy 7% of all journals, they contain 10.5% of all publications. Journals are shown in Figure 2 and Table 6 by its region.

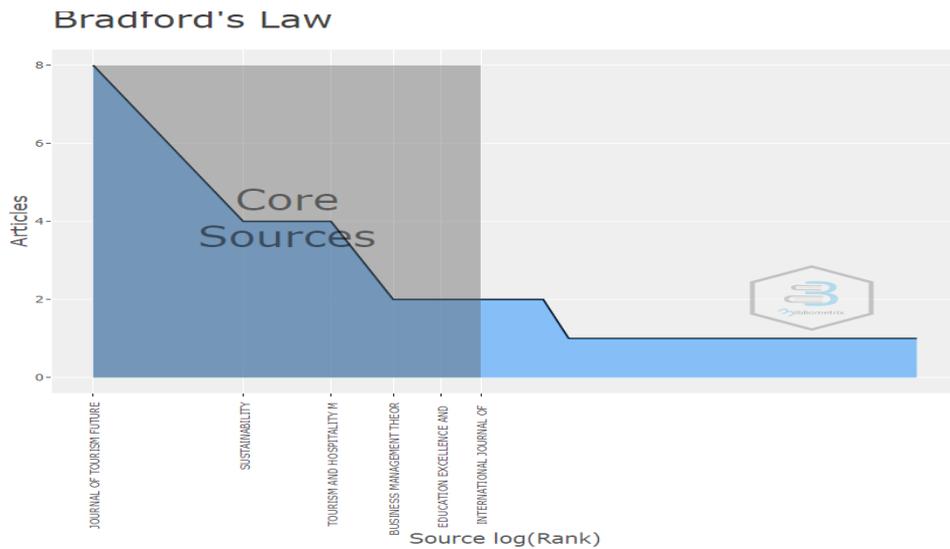


Figure 1. Location of Journals by Area of Importance According to Bradford Law

Table 6. Journals and Regions of Importance

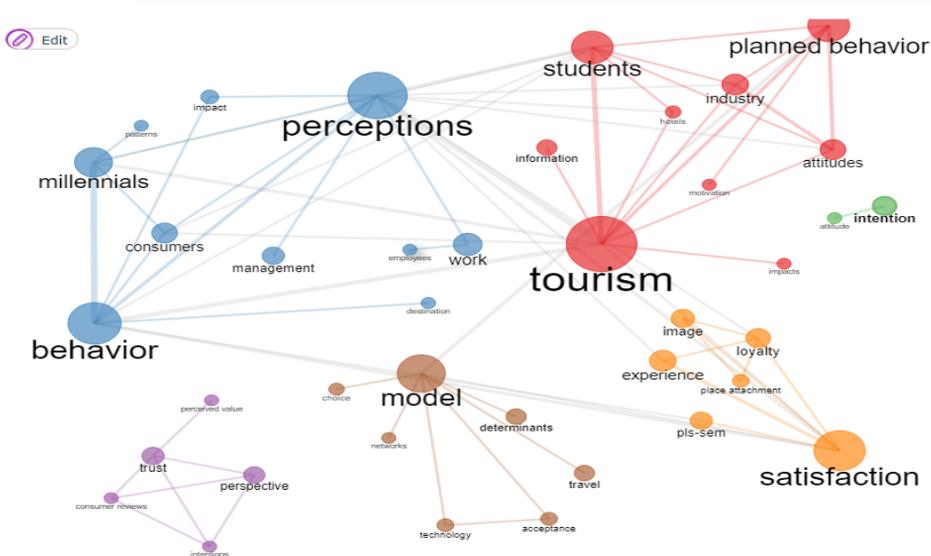
SOURCES	Rank	Freq	cumFreq	Zone
Journal of Tourism Futures	1	8	8	Zone 1
Sustainability	2	4	12	Zone 1
Tourism and Hospitality Management-Croatia	3	4	16	Zone 1
Business Management Theories and Practices in A Dynamic Competitive Environment	4	2	18	Zone 1
Education Excellence and Innovation Management: A 2025 Vision to Sustain Economic Development During Global Challenges	5	2	20	Zone 1
International Journal of Contemporary Hospitality Management	6	2	22	Zone 1
International Journal of Hospitality Management	7	2	24	Zone 2
Journal of Asian Finance Economics and Business	8	2	26	Zone 2
11th International Conference of Education, Research and Innovation (Iceri2018)	9	1	27	Zone 2
2017 Ieee International Conference on Big Data (Big Data)	10	1	28	Zone 2
2021 Ieee International Iot, Electronics and Mechatronics Conference (Iemtronics)	11	1	29	Zone 2
4th International Conference on Computer Science and Computational Intelligence (Iccscs 2019) : Enabling Collaboration To Escalate Impact of Research Results For Society	12	1	30	Zone 2
Administrative Sciences	13	1	31	Zone 2
Advances in Hospitality and Leisure	14	1	32	Zone 2

Anatolia-International Journal of Tourism and Hospitality Research	15	1	33	Zone 2
Argumenta Oeconomica	16	1	34	Zone 2
Economic and Social Development (Esd 2019)	17	1	35	Zone 2
Education Sciences	18	1	36	Zone 2
Electronic Commerce Research and Applications	19	1	37	Zone 2
Film Fashion & Consumption	20	1	38	Zone 2

4.6. Co-occurrence Analysis of Keywords

In the co-occurrence network, the overall distance between keywords reflects their associations. In general, the shorter the distance between two keywords, the stronger their relationship (Van Nunen, et al., 2018). Keyword clusters corresponding to the conceptual structure map are also marked in the co-occurrence network.

When Figure 2. is examined, it is seen that the “Gen Z and tourism” keyword co-occurrence network consists of 6 clusters. These sets are Tourism, Perceptions, Intention, Trust, Model, and Satisfaction. From the size of the circles indicating the words Tourism and Perception, it is concluded that these two words are repeated the most, and the network connections are the highest from the thickness of the network line between them. It is seen that only the green cluster is not related to any cluster.



CONCLUSION

It was understood that the first study on the Z generation in the field of tourism was in 2017 and there was only one. This number has increased steadily for five years, reaching seventeen by 2021.

It is seen that the study with the highest number of citations in the international platform belongs to Goh, E. (2018). In this study, the working attitudes and perceptions of the z generation in the tourism and hospitality sector were evaluated. In the study, which has the second-highest number of citations in the international platform, it is suggested that the need of the z generation to obtain destination experiences should be answered by using gamification technology.

It is seen that the most repeated keywords in the studies on generation z in the field of tourism for five years are millennials, generations, tourism, social media, marketing, sharing economy, planned behavior theory, destination attachment, gamification, and festival. Journal of Tourism Futures, on the other hand, has the feature of being the most efficient source of studies on the z generation and tourism.

Tourism represents the red cluster as a result of the co-occurrence analysis of the keywords; It consists of student, attitude, and sector subsets and has strong ties with these subsets. It can be predicted that students' working and work attitudes in the sector, which is generally accepted in the tourism literature, can create a different paradigm with the z generation. It is recommended that future studies on hospitality management, tourism marketing, and the use of technology in tourism should be designed by taking into account the characteristics of the z generation.

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Biography- Eda Rukiye Dönbak

She received her bachelor's degree from Anadolu University, School of Tourism and Hotel Management in 2000. Her academic career started in 2011 as lecturer at Adiyaman University, School of Tourism and Hotel Management, Tourism Guidance and Travel Management Department. In 2017, Donbak received her philosophy of doctorate from Atatürk University, Tourism Management and Hotel Department. Since 2007 she is licensed tourist guide. Donbak is founder and head of Tourism Guidance Department of Adiyaman University Tourism Faculty since, 2018. Her research interests are tourist guiding, ecotourism, strategic management, strategic alliances, organizational ecology, organizational behavior, organizational competencies, and competitiveness.

Biography-Ömer Gezer

He received a master's degree in Tourism Management from Shaanxi Normal University in 2020. He is currently a Ph.D. student in the School of Geography and Tourism at Shaanxi Normal University, China.

CHAPTER-7

Z GENERATION NURSE AND QUALITY IN HEALTH

Nuriye Sariakçalı

- ❖ Sivas Cumhuriyet University
- ❖ 0000-0002-0451-2498
- ❖ nuriyesariakcali@hotmail.com

Z GENERATION NURSE AND QUALITY IN HEALTH

INTRODUCTION

As in every sector, in the health services sector, it is important to define the characteristics of the individuals providing services well, to be aware of the differences, to increase the quality of service to be provided, and to provide qualified service. Due to the ever-increasing competition, differentiation, prominence, and making employees effective and productive in line with corporate goals are emphasized as important points. The human resource factor is important today, as it is in every period, and its value is increasing day by day. The fact that the human resource factor is so important requires a good analysis and evaluation of individual differences, perceptions, and perspectives. It is inevitable for individuals to be affected by the events in the generation in which they lived, and this emphasizes the importance of knowing the general structure of the generations well. Each generation is affected by the social events, economic, social and political policies of the period. Various studies on generations have been carried out for more than fifty years in various branches of science such as economics, clinical psychology, sociology, demography, and political science (Alwin & McCammon, 2007: 219). The number of these studies has increased even more today. Understanding the characteristics of the generations in which individuals have lived and developing strategies for it stand out as approaches that will create benefits in many areas.

Generations are made up of individuals who display similar behaviors under the influence of the same period in which they lived. Five different generations are mentioned in the literature. These generations are called the Silent Generation, Baby Boomer Generation, Generation X, Generation Y, and Generation Z. Each generation reflects the characteristics of its own period. In this book section, generations are discussed in general, the characteristics of the Z generation are compared with other generations and the quality perception of the Z generation nurses in the health sector is emphasized.

1. GENERATIONS

The definition of generation of the Turkish Language Institution is “the community of people who were born in approximately the same years, shared the conditions of the same age, therefore similar troubles and destinies, and were responsible for similar duties” (TDK, 2021). When we look at the definitions made in the world as a generation or generation, it is seen that the definitions are not very different from each other. For example, Kopperschmidt (2001: 570), while explaining the concept of generation, stated that it is a group of individuals who are in the same time period as their birth year and share common personality traits depending on the events and situations in that date range. On the other hand, Dushscher and Cowin (2004: 494) define the group as the generation, which is within the same age range and the year they were born, and which is affected by and shares important and critical stages in

the period in which they live. Generations necessarily have common experiences, albeit scattered, mostly the same, and then these lived experiences form common denominators.

Although it is stated that the generations last for approximately twenty years, it is seen that individuals born in border years can show similar characteristics with both generation groups. There is no consensus regarding the beginning and ending years of each generation (Zemke et al., 2000: 60). It is inevitable that each generation will be affected by the things brought by the period in which they lived. Each generation lives in different economic, political, sociological and cultural periods, has the characteristics of this period, and they are in the working areas with these characteristics (Dombaycı & Madenoğlu, 2020: 162). Zhang and Bonk (2010) grouped generations according to the year they were born as follows. Those who were born between 1922 and 1945, as the silent generation or mature generation, those who were born between 1946 and 1964, as the Baby Boomer Generation, those who were born between 1965 and 1980 (or 1961) as Generation X, and those who were born after 1981. on the other hand, he named it as the Generation Y (Millennial Generation) (Zhang & Bonk, 2010: 76). In addition, Generation Z is shown as the first generation born in the twenty-first century, and as the fifth generation, it is included in the classification. Some sources take Generation Z as those born between 2000-2020 (Levickaite, 2010; Malloy, 2012). In some sources, Generation Z is considered as those born between 1995-2010 (Bejtkovsky, 2016; Pathirage & Weerasighe, 2020). On the other hand, those born in 2010 and after are defined as Alpha generation in the literature (McCrimdell & Wolfinger, 2010: 10).

Similarly, by Twenge et al. (2010: 1130), generations were classified according to the year of birth in a similar date range. This classification is given in the table below (Brown-Crowder, 2017: 39-40).

Table 1: Classification of generations

Baby Boomers	Those born between 1946-1964
Generation X (Gen X)	Those born between 1965 and 1980
Generation Y (Gen Me, Gen Y, and Gen N)	Those born between 1980-2000
Generation Z (iGen and Generation I)	Those born in 2000 and later

Source: Brown-Crowder (2017: 39-40).

In the literature, while the generations are classified according to the years they were born, it is seen that they are between similar years, although there are differences. According to Stuenkel et al., the Silent Generation was the generation between 1922 and 1943, and the Silent Generation between 1943 and 1960. The generation called Baby Boomers, born after World War II, is called Generation X between 1960 and 1980, and Generation Y between 1980 and 2000. Each generation stands out with its unique features. They show different approaches to issues such as their understanding of ethics, working styles, their unique management preferences,

their preferences for how they want to be managed, their approaches to quality and service (Stuenkel et al., 2005: 283).

Although generations are defined when they were born, it is not correct to base it on this alone. At the same time, the definition of thoughts, feelings, experiences, and feelings of individuals living in that generation should be used in classifying generations (Zemke et al., 2013: 4).

In general, the characteristics, ideals, goals, communication styles of the generations differ from each other due to their common past. It has been generally reported that generations that differ from each other affect job performance, occupational well-being, the effectiveness, and efficiency of the services they provide, and patient safety, which is the most important output of quality standards. Because of such factors, knowing the general characteristics of generations is important in terms of understanding, managing, supporting, and directing different generations of nurses (Stevanin et al., 2018: 1246).

1.1. The Silent Generation or the Mature Generation (1922-1945)

Each generation has its own distinctive features. The general characteristics of the traditionalists, known as the silent generation, can be listed as a generation that is cautious in the face of uncertain situations, reluctant to take risks, and influenced by them due to the oppressive period they lived. As a generation loyal to authority, they depend on incoming instructions (Hu et al., 2004: 335). The economic problems, unemployment, hunger, and famine experienced in the world at that time left this generation under its influence. It is also shown as a disciplined and harmonious generation (Adıgüzel et al., 2014:171-173). For this generation, safety in working conditions, job satisfaction, and social rights are important. They showed the characteristics of a generation that prefers a hierarchical structure and long-term employment, expects to be rewarded, avoids change and conflict, and works hard. In the nursing profession, Silent Generation employees are characterized as self-sacrificing, respectful to authority, seen as ideal employees, and generally satisfied by working in the same workplace in a long-term disciplined way (Murray, 2013: 38; Polat, 2018: 49-50; Sevinç, Kavgaoğlu, 2019: 944).

1.2. Baby Boomer (1965 - 1979)

The generation born after the Second World War, during the population boom years, is called the Baby Boomers. It is a generation made up of people born between the years of human rights movements in the world, the revolution in our country, and the pains of the multi-party period. It is stated that this generation, which is called idealist and hardworking, has some negative features such as selfishness. The Baby Boomer Generation is a generation that attaches great importance to their work, puts their work at the most important place in their lives, is a workaholic, can work for a long time, can stay in the same job for a long time, is committed to their work like the Silent Generation, and has a high level of satisfaction. Baby

Boomers are characterized as workaholics and are more concerned with their job performance, promotions, and titles. This generation, who can work in the same workplace for a long time, stands out with their loyalty, dislikes to be appreciated, able to provide their own motivation, and cares about their economic budgets and allowances (Sevinç & Kavgaoğlu, 2019: 944; Polat, 2018: 49-50; Adıgüzel et al., 2014: 171-173). These characteristics are also prominent in Baby Boomer Generation nurses. It is a generation that attaches importance to professionalism in the profession, is successful in teamwork, is willing to work long hours, is devoted to the fields in which they work, and stands out with its features that pay attention to feedback (Murray, 2013: 38). The main factor in this generation's career choice is to be useful to society. Employees in this generation, who are idealistic and selfless, have done their jobs by preparing themselves physically and mentally for these difficult conditions. For the Baby Boomer Generation, work comes first, and their work forms an important part of their individual identity (Stuenkel et al., 2005: 285).

1.3. Generation X (1965-1979)

Generation X is called the generation that is entrepreneurial, independent, without prejudice against technology, born between 1965 and 1979. Generation X is goal-oriented and independent. It can be shown as a generation that strives to keep up with the rapidly changing conditions of the world, simplifying their work and enjoying them. In our country, mostly Generation X are the children of the Silent Generation. This generation, which shows competitive features, is a generation that is diligent, realistic, knows how to make do with what they have, and does not prefer hierarchical formation too much (Adıgüzel et al., 2014:171-173). This generation, which prefers a less hierarchical structure compared to previous generations, is educated, gives importance to the balance between work and life, draws the boundaries of their personal living spaces more clearly, and does not want to make too many sacrifices (Kupperschmidt, 2000: 69).

Generation X nurses, on the other hand, have the potential to engage in a different job-seeking behavior and quit their jobs if they are not satisfied because they do not feel very attached to their jobs. Generation X nurses are also a generation that attaches importance to being supported, appreciated, and cared for by their managers. When supported and motivated, he shows a generational trait that adds a lot of value to his work and could think multiple times. Generation X, who likes to work independently, has a team-oriented structure that cares about the decisions taken in cooperation between managers and employees (Polat, 2018: 49-50; Sevinç, Kavgaoğlu, 2019: 944; Hu et al., 2004: 335). Skilled, enterprising, and not afraid to take risks, Generation X nurses, who use up-to-date technology in their working environment, are well-equipped colleagues and care about their managers, are self-confident, skeptical, impatient, and as a way of securing their profession, income and benefits. It is a generation that sees it, has little commitment to the workplace they work, and has characteristic features (Murray, 2013: 38).

1.4. Generation Y (1980-1999)

Millennials, on the other hand, can be shown as a goal-oriented, optimistic generation who grew up with the appeal of digital media, encountered computers before the age of five, and is generally optimistic. The parental structure is in a higher age range than the previous generations, and it is a generation that grew up in a nuclear family environment. This generation, which grew up with technology, is a generation that attaches importance to its freedom, thinks fast and makes quick decisions, is smart, gets bored after a short while, opposes authority, and is successful in teamwork. Generation Y stands out with its dominance and superiority in technology compared to Generation X (Adıgüzel et al., 2014: 171-173). Gen Y nurses, who are successful in multitasking, have an optimistic nature and see their profession as an opportunity to help people. In addition to being willing to work hard, they expect feedback and rewards in return (Murray, 2013: 39). Generation Y nurses are a generation that gives importance to group work rather than working individually, and because they are a generation that grew up with the internet, they can use technology better than previous generations. Career goals are important for this generation, and they expect support from their managers for this. If they cannot find what they are looking for in their work, they tend to quit their job. The generation with the highest intention to quit is Generation Y. Like the Generation X, flexible working hours are important, but the concepts of family and friendship take precedence over work (Polat, 2018: 49-50; Sevinç & Kavgaoğlu, 2019: 944).

In a study conducted on the needs and expectations of Generation Y nurses in the workplace, the importance of getting to know themselves and being aware of their needs and expectations, especially for this new generation of nurses, was emphasized. Generation Y nurses, when they are new to work, ensure that clinical and general orientations are made by a mentor or a more senior nurse who will take care of them, necessary training and information are provided, and this guidance is long-term, providing more effective and efficient results. have provided feedback. Emphasis on flexible working, career opportunities, training opportunities for continuous development, increasing financial returns, specializing in the field, and the stability of working in the same place has come to the fore in Y Generation nurses (Lavoie-Tremblay et al., 2010: 5).

1.5. Generation Z (2000-2010)

Although there are no clear descriptive dates for Generation Z, there are widespread opinions that it covers those born between 1995 and 2010 in general. There are many studies in the literature on various characteristics of Generation Z (Loveland, 2017; Shatto & Erwin, 2017; Twenge, 2017; Rickes, 2016; Seemiller & Grace, 2016; Shatto & Erwin, 2016; Spears et al., 2015; Turner, 2015; Igel & Urquhart, 2012). In these studies, the differences between the generations are also mentioned by emphasizing the Generation Z with its many features.

While generations are forming, not only the years they were born but also common economic, political, political, socio-cultural events affect the formation of generational culture. It is emphasized as the prominent features that Generation Z individuals are connected to the digital world, interact more in this area, and have not shown much improvement in communication and social skills due to their commitment to this digital world. Generation Z individuals show more cautious behavioral traits in many areas due to the fact that they have grown up in a socially, economically, and politically uncertain period. In addition to having open ideas and opinions, they do not like to take too much responsibility, they act in their own interests, they have a hasty and easily bored nature due to their attention span (Chicca & Shellenbarger, 2018: 181).

Generation Z, who came to the world in a time dominated by technology, is at the very center of the internet and can perform many tasks simultaneously, easily, and very quickly, by using technology very well (Golovinski, 2011: 48). Generation Z has the distinction of being the first generation to grow up differently from other generations, in an age where access to and access to information is different, view and view of the world are shaped differently, in the world of technology and in an era dominated by the internet (Adamson et al., 2018; Prensky, 2001). The reflection of intertwined growth with technology has also affected the fields of education. As a learning model, Generation Z differs from other generations, and unlike conventional learning patterns, it is a generation that uses technology very well, has a better grasp of graphical concepts, is more active with a participatory learning model, is more effective in using and disseminating information quickly (Cecily, 2019: 7). Learning preferences and expectations of Generation Z individuals are generally in the form of YouTube videos, experiential applications, learning environments that teachers offer by making them more fun, rather than traditional lectures (Swanzen, 2018; Loveland, 2017; Baker 2012; Cao & Hong, 2011). In addition, individuals of Generation Z show the ability to learn quickly by having a command of technology, and to lose the information they process as quickly as possible (Duseau, 2019: 92).

The year 2000 and later is a period in which technology has advanced all over the world and has reached a high level. The most basic feature that distinguishes the Z generation that emerged in this period from other generations is that they are quite ambitious. On the other hand, it has been stated that the Z generation is more awake emotionally and physically and is also interested in financial sustainability (Chicca & Shellenbarger, 2018: 252; Shatto & Erwin, 2016: 253-254). Another difference of the Z generation, who also has materialistic thoughts, from other generations is that they can receive and analyze information very quickly and make comments on the subject (Mishra et al., 2012: 97). In addition, it has been stated that among the Generation Z adolescents, social interaction is low, social media use is common, and accordingly, they are more individual and lonelier (Twenge et al.,

2019: 18). It has been suggested that they prefer to use social media rather than face-to-face communication, and therefore their social skills may be weaker (Chicca & Shellenbarger, 2018: 181; Hampton & Keys, 2017: 112). Other prominent features of Generation Z are their commitment to long-term goals, their focus on success, and being different from other generations in accountability (Schenarts, 2020: 253).

Generations have many features created by the social, political and political events of the period they live in. Each generation reflects the characteristics of the period in which they lived. Consumption behaviors vary, as do many behaviors, attitudes, and opinions. Generation Z individuals, whose shopping times are very short compared to other generations, and whose expectation levels are very high, mostly have their own credit cards, are involved in the marketing world from a very early age, and in this respect, they arouse interest in the marketing sector. Generation Z, which does not attach much importance to the brand, attaches importance to originality and follows the internet and the agenda very closely. The individuals of Generation Z, who are experiencing economic difficulties, show behavioral characteristics that want to be involved in all kinds of consumption behaviors (Eroğlu & Yavuz, 2020: 4).

On the other hand, Generation Z individuals are called “The New Silent Generation” because they experience extreme individualization and loneliness or are more likely to experience it (Strauss & Howe, 1999: 335). It is not yet clear how this generation, which has just started to enter the business life, will behave and behave in the future. They prefer the computer to the book, and they prefer texts in the virtual environment rather than speech. Generation Z, also called deep emotional, does not spend much time outdoors and prefers to live alone more because they communicate on the internet (Kırık & Köyüstü, 2018: 1504).

Although each generation shows different characteristics from each other, it has its own management style and expectations. Generation X and the previous generations are shown as the generations with high self-confidence, respect for authority and fulfilling the given instructions. However, the Y generation can be shown as a generation in which self-confidence is realized in every way, does not like to take authority and instructions, and gives importance to teamwork. Generation Z, on the other hand, can be shown as a generation that is open to innovations, learns quickly, is good at adapting, and puts technology at the center of their lives, as well as being a generation that does not like authority and such an approach. In line with these features that stand out among generations, the development of different managerial strategies may bring up the issue (Sevinç & Kavgaoğlu 2019: 952). In the study conducted by Kupperschmidt (1998) on the understanding of Generation X employees, the importance of the acceptance of Generation X employees, who were born between 1961-1981, to the nursing profession, their ability to continue their profession in the nursing profession, and to carry themselves to the highest

level in the profession, is emphasized. In addition, the importance of getting to know that generation well, the support to be given to them, and their correct guidance, in order for the professional managers and nurses in the field of health to reach the best position in the profession, were also mentioned (Kupperschmidt, 1998: 36).

Knowing the characteristics of the employees of each generation and the period they belong to is very important in terms of developing strategies for the employees of the relevant generation. It is stated that the Z generation, who is more competent and even dependent on technology, uses technology well in solving many problems in a result-oriented manner (White et al., 2021:179). Being aware of this and similar factors and determining the approaches accordingly can be considered as approaches that will make a difference in many areas.

At the same time, Generation Z wants their ideas to be valued and given importance. They tend to respect elements of authority and hierarchy, and in general, they are concerned. Generation Z nurses want to be heard, to have their opinions respected, and to be actively involved in the decision-making process by taking an active part in the organization. Mentors who will work with Generation Z nurses are required to support this generation, who were born in a period dominated by technology and spend more time actively with technology, in communication and group work, and help them develop their social skills (Chicca & Shellenbarger, 2018: 253).

Generation Z students, who are identified with technology, prefer a learning model that is more adapted to technology. A form of education taught through traditional teaching methods may not be of much interest to them. There are widespread views that learning models will be more effective, and more efficient when they are more dynamic, more interactive. Nursing managers need to consider these factors for this generation who will start working in the field of nursing in the upcoming period (Shatto & Erwin, 2016: 254).

In another study, the importance of incorporating technological tools into learning was emphasized. In the study conducted by Vizcaya-Moreno & Pérez-Cañaveras (2020), Spanish nursing students' use of social media and the characteristics of Generation Z were examined, and useful and preferred teaching methods and tools were evaluated from the students' point of view during clinical training. It has been mentioned that due to the insufficient research, it is an area that needs to be studied more. In this study, for the Generation Z nursing students who use social media very actively, using mobile smart devices and social networks very well, designing nursing education programs in a way that includes remarkable and up-to-date information can be more effective in academic and practice fields. highlighted. In this context, it is mentioned that applications such as video games, blogs, simulations, storytelling, and case studies may be more remarkable. In addition, it is important to know the learning preferences, characteristics, and what attracts their attention,

to establish better communication with their mentors and managers, and to increase their motivation in all areas (Vizcaya-Moreno & Pérez-Cañaveras, 2020: 3).

In a study of Z generation nursing students in South Korea, one out of every six students, who are not satisfied with their clinical experience, is thinking of leaving the profession within two years, and changing these negative views and thoughts is to be able to continue employment in the nursing profession, and the necessity of the necessary professional support to provide them with a good clinical experience was emphasized (Kim et al., 2021: 58). Studies have shown that Generation Z nurses are a generation ready to work professionally in the field of knowledge. In the study conducted by Goh and Lee (2018), the fear of working with a team was emphasized for Generation Z nursing students, and it was stated that the newly graduated nurses had less competence in this area (Goh & Lee 2018: 23). As many as 92% of Generation Z are interested in generational differences in technology and education, and they prefer storytelling over reading. Their attention span is 4 seconds shorter, approximately 8 seconds, compared to Generation Y, and the learning methods of Generation Z are mostly through observation and practice. They learn more by solving questions. Rather than long conversations, they are shorter communication preferences. They think independently and then collaborate with the group. Youtube is used for the answers to the questions, and the answers are sought there. For Generation Z nursing students, who have these fundamentally prominent features, planning their education plans by taking these factors into consideration will ensure that the important professional group that will start working in the field of health services will be effective and efficient (Williams, 2019: 59).

Nurses are important members of the interdisciplinary team. As members of this team, Generation Z nurses, who have just started to take part in the field, have strengths and weaknesses. In particular, the deficiencies in the field of communication are emphasized in the studies conducted for the Generation Z. The deficiencies in this field have also come to the fore among the nurses who have just started their profession. Generation Z nurses, who are open to continuous development, learning, have developed empathy, and are good in theory, while they are strong in this field, put their knowledge into practice, teamwork, which is the most powerful aspect in the nursing profession, and deficiencies in the field of communication to be established between the team, making decisions. It has been determined that they are weak in areas such as giving and coping with stress. The coexistence of different generations of nurses in the working area, the communication of each generation by showing the characteristic features of their own period, generational problems may cause negative consequences that are reflected in the quality of patient care. For this reason, being aware of these features is important in many aspects, from the communication to be established to the training to be provided. Especially, Generation Z nurses, who have difficulties in terms of adaptation, need the support of all team members during the adaptation process (Serafin et al., 2020: 1-2).

2. GENERATION Z NURSES AND QUALITY PERCEPTION

Quality concepts and approaches, whose importance is increasing day by day, come to the fore and are emphasized more and more in the health services sector, as in all sectors. The most important challenge encountered in health services is the delivery of safe, effective, efficient, and individual quality care (Secretary of State for Health, 2008: 9). Quality has been defined in various ways from past to present. Berwick (2013: 11) defines quality as “the degree to which a production system responds to and meets the needs and demands of the individuals it serves”. The concept of quality, which is formed in line with the desire to achieve perfection and not to make mistakes, has gained more importance and came to the fore with the increase in the expectations of the consumers, the service sector, which is an important sector, and the increase in the costs in the health sector, which is an important sector (Karagöz, 2007). 2010: 4). The definition of health service quality made by Mosadeghrad (2013: 215) is “the expectations and demands of the individuals receiving and providing services are met at the maximum level, the innovations and developments are followed, and the services are planned according to the latest guidelines and standards, satisfactory, effective, and the provision of efficient health services”.

In the service quality to be provided in the field of health, it is essential that the expectations, demands, and needs of the patients are met at the highest level of satisfaction, and that treatment and care services are offered at internationally accepted standards (Aksakal & Bilgili, 2008: 243). In a competitive environment, it is possible to get ahead by making a positive difference. While there are different challenges in every sector, it becomes even more difficult in the healthcare field. Positive quality perception is an important factor that will contribute significantly to the treatment process and strengthen the cooperation with the patient. Although innovations are affected by external factors, the most important factor here is the human resource within the organization. Within the concept of quality, human resource stands out as an important factor as the creator of innovations (Savcı, 2011: 202). Since the human factor is important, the perception of quality in the individually perceived context is an important issue in the evaluation of the services to be provided in the health and social areas. Considering the demands and expectations of all personnel working in the field of health, patients, and society, approaching them sensitively, evaluation for quality, and continuous improvement studies, which are the basis of quality, are the main points (Serbest, 2006: 28).

In our country, the foundations of health quality studies were laid within the scope of the Health Transformation Program of the Ministry of Health in 2003. The foundations of quality studies are the goals and objectives of the World Health Organization, the structure of the health system, its demands and requirements, and inter-communal developments. In line with these justifications and purposes, in

the quality program in which the studies were started, development studies were started to be carried out in order to improve and increase efficiency in this area, by emphasizing patient and employee safety and satisfaction. Nurses constitute an important group of health workers in order to establish a quality culture. In line with these studies carried out in the field of quality, the most important elements for X and Y generation nurses for quality service, the formation of teamwork culture, healthy communication to be established with patients and their relatives, patient safety, employee safety, drug safety, etc. training programs are available. Thus, nurses become more conscious and provide quality nursing services (Kusaklı et al., 2019: 206). Generation Z nurses will be seen in the health service sector in the coming periods. The importance of education has come to the fore in every generation, and it has shown its importance in the provision of professional quality service. In studies conducted with groups including Generation Z, and specifically with nursing students, it has been shown that this generation is a generation that attaches importance to education, is innovative, and is open to self-development. Each generation shows different characteristics from each other with its characteristics unique to its period. It is important that the content and presentation are oriented to the demands and expectations of the generation to which it will address, in the training and other programs planned for employees with different characteristics (Polat, 2018: 53). As in every field, it is important that nurses working in the field of management have a good command of the change processes between generations, the innovation, and the change processes brought by the profession. It is important for nurses working in the field of management to manage the differences between generations correctly, to keep their team together around the constant elements of the profession, professionally, in line with institutional goals, to manage relations, and to motivate their team. In 1998, Bradshaw defined nurses as rational, critical thinking, responsible, self-confident, successful in problem-solving aware of the needs of the nursing profession, capable of counseling, sensitive to the environment and society, sensitive to human rights, and to human rights. They stated that they are respectful, follow events in the world, are free, diligent, have strong communication, and social skills, and could empathize. These characteristics are listed as the basic elements that will not change in the nursing profession in terms of nurses being professionals. Even if the generations change and there are differences between the generations, their roles in the fields of education and counseling, and patient advocacy are among the roles that will not change (Bradshaw, 1998: 438; Kuşaklı et al., 2019: 207).

Institutionally, although there are differences in the perception of quality and service, there may also be differences between the perspectives and perceptions of the employees. These differences can be evaluated in a generational context, as well as due to individual characteristics. There are many factors such as work experience, education received, and the quality culture that institutions have created

in their employees. In a study conducted in Japan on the relationship between nurses' perceptions of patient safety and health service quality, it was found that nurses with longer working years (more than 21 years), higher perceptions of health service quality, and those with fewer working years (6 -10 years) nurses were found to be lower. In this study, it was emphasized that it may be important to include experienced nurses with a developed perception of quality in health services, patient safety, and quality in health services (Nakano et al., 2021: 750).

CONCLUSION AND RECOMMENDATIONS

The view that Generation Z consists of individuals born in and after the year 2000 is common. This generation, who started to receive education at an early age and grew up in the digital age in a technology-dominated era, shows a faster mental development. All kinds of technological devices are indispensable (Taş et al., 2017: 1036). However, it is a common opinion that it may be important to integrate technological tools and equipment into the working environment in order for the Z Generation, who can use technology very well and dominate the digital world, to be more productive in the working environment and to improve their performance. However, studies show that Generation Z individuals will be more productive by working individually rather than group work (Taş et al., 2017: 1045). These prominent features for the nursing profession, where teamwork is very important, should be taken into account. At the point of providing quality service, studies should be carried out to improve these points for healthy communication between the team. Generational differences in work areas can also cause problems in communication and conflicts. As a result of these, decreases may occur in the quality-of-service care (Stevanin et al., 2018: 1246). In the nursing profession, it is very important for professionals to know what they want and to be able to define their demands and expectations well for the development of the profession. It can be said that the Z Generation has these characteristics, the nurses who will provide service will take their place in the sector with these qualifications, and they will be positive. Although Z Generation's familiarity with technology, being open to knowledge and innovation, good analytical skills are shown as positive features, deficiencies in communication, inadequacies in teamwork, high-stress levels, and weak decision-making skills can be shown as negative features. Generation Z nurses are expected to take part in the team with their competencies in many areas. As stated by Serafin et al. (2020: 6), Generation Z nurses in the team should be supported by other team members. In addition, Generation Z nurses, who are equipped with technology and other competencies, should benefit from these features when and where necessary.

Employee satisfaction is one of the most important factors in providing quality service in health services. Many factors are also effective in the formation of employee satisfaction. The most important of these is the working environment. A healthy working environment is effective for better service delivery. In particular, it has been observed that the satisfaction level is better, the levels of stress and burnout,

and turnover are very low in nurses working in a healthy working environment. In addition, it can be said that good planning in nurse and patient distribution rates can prevent events such as a decrease in mortality rates and preventable negative drug effects, and create better patient care outcomes (Bai, 2016: 18). Job burnout has a wide range of negative effects in healthcare organizations. Burnout, which affects the employees, also affects the organization that provides the service, the results of these are reflected in the quality of patient care, and the negativities in the quality of patient care pose a threat to patient safety. Studies by Parker et al. in 2014, and by Cheng et al. in 2015 revealed that newly graduated nurses experience high levels of stress. Newly recruited nurses are vulnerable to burnout while fulfilling the requirements of the profession. Negative situations such as burnout, dissatisfaction with their profession, leaving the job, poor quality service delivery reflected in patient care, infections may cause nurses to experience burnout. In order to understand the burnout in nurses, which causes such a negative impact, the characteristics, perspectives, and situations of newly graduated and newly employed nurses should be analyzed and examined well, and all necessary efforts should be made to prevent these negative situations from occurring (Boamh et al., 2017: 1183). Commitment to work, the support of managers, the suitability of the working environment, the most important service output in the field of health, the healthy individual, and the main factors affecting the quality service delivery. In addition, they are directly related to the nurse's perception of care quality (Parr et al., 2021: 218). In nursing care, one of the most important quality indicators is patient satisfaction. While applying quality nursing care, it is effective to establish good communication, inform the patient, and prevent misperceptions and negative feedback (Agbele et al., 2018: 4). The main aspect of service quality is that nurses who work and will work in the field of providing quality service are attentive, aware of the importance of the service they provide, and developing strategies in this field by improving their skills (Gao et al., 2021: 3598).

Indispensable elements for quality are providing and receiving services where employee and patient satisfaction is at the highest level, safe, satisfactory, expected, and desired health outcomes have been achieved. In order to achieve these desired outputs, nurses who serve in this field and who have an important place in the health worker group, the conditions and characteristics of the situation they are in, the period defined as generational, and the organization of the necessary services accordingly, the working environment, and the planning of the training, the healthy quality will produce the outputs. To understand the Generation Z nurses who will enter the working life in the coming period, to analyze their needs, expectations, and their perspectives on life and profession, to ensure that these individuals who will work in this field receive better and effective training, with the right motivation and guidance, more qualified, high quality, It will enable them to provide efficient service, and it will be ensured that motivated, satisfied health professionals will provide services in the field.

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Biography-Nuriye Sariakçalı

She was born on July 20, 1977. In 1995, she completed her high school education by graduating from the Nursing Department of Çukurova University Balcalı Health College. In 2003, she completed Anadolu University Open Education Faculty Health Institutions Management associate degree program, and in 2005 she graduated from the Business Administration Department. She completed her master's degree in Business Administration at Çukurova University in 2009. In 2018, she completed her undergraduate education in Emergency and Disaster Management at Atatürk University. She is doing her doctoral studies in Sivas Cumhuriyet University Health Institutions Management. She started her career in 1996 in the Cardiovascular Surgery Intensive Care Unit at Private Ortadoğu Hospital. Between 1997 and 2012, she worked as a neurology clinic and intensive care nurse at Çukurova University Balcalı Hospital, as well as a training nurse. Between 2012 and 2019, she worked as the assistant director of nursing services at the same hospital. While continuing her duty as the assistant director of nursing services, she contributed to the establishment of a research and development committee, together with her colleagues, to ensure professional development in nursing, and provided the preparation of articles, many oral presentations, and posters presentations. In 2019, she worked as a training nurse in the Education Coordinator. Since 2020, she has been working as the Accreditation Secretariat at Cumhuriyet University Faculty of Medicine, Department of Medical Education. She is married and has three children.

CHAPTER-8

HOW SHOULD MANAGER NURSES MANAGE GENERATION Z NURSES?

Yasin ÇETİN

- ❖ Adiyaman University
- ❖ 0000-0001-5783-5701
- ❖ yasincetin@adiyaman.edu.tr

HOW SHOULD MANAGER NURSES MANAGE GENERATION Z NURSES?

INTRODUCTION

Today, all businesses want to continue their existence and carry themselves to the future. It depends on the ability of a business to make the right choice in the employment of the human factor, which is the qualified human capital at the beginning of the investments to be made for the future. Naturally, there are differences in terms of human resources in businesses and they include persons from different generations. The psychological and sociological behaviors and attitudes of individuals affected by these differences and changes change. For this reason, it is necessary to know the concept of “generation” well in order to manage these differences in employees. In this direction, the classification of generations; persons born between 1925-1945 are called Silent Generation, persons born between 1946-1964 are called Baby Boomers, persons born between 1964-1980 are Generation X, persons born between 1980-1999 are Generation Y and those born in 2000 and later are Generation Z (Dolot, 2018: 44). As it is known, each generation has started working life with its differences.

Especially today, the Z generation is stepping into the working life with its differences and innovations. Businesses that continue to exist have started to employ more and more Z generation employees every day. For this reason, it is very important for businesses to know and better understand the Z generation persons. Generation Z persons: It has been reported to have the characteristics of being free, adapting, collaborating, curiosity, accuracy, fun, quickness, and innovation. In addition, it has been reported that businesses and managers should make employment plans by considering these personal characteristics of Z generation employees (Peterson, 2014: 1). Because of their characteristics and upbringing, the persons of the Z generation want practical and simple management structures rather than traditional and rigid structures and give priority to respectful and productive business relationships. These attitudes of generation Z persons are shaped under the influence of three factors: age, technology, and experience (Levickaite, 2010: 173). Since each organization has its own unique structure and characteristics, it should be designed to reach the goals quickly, considering the values and policies of the organization (Gemlik, 2018: 12).

Nurses play a major role in the successful continuation of the management process in hospitals, which constitute the most important organizational structure of the health system in achieving these goals (Alcan et al., 2011). In this direction, in order to have a qualified service in all nursing services, the work life of its employees should be of high quality. For this reason, nurses’ opinions should be sought in communication with nurses for factors that affect the work area and management, such as managerial policies and principles in the management process (Alan & Yıldırım, 2016). In the management process, it is necessary to be in constant communication

with the nurses and to follow the development in the processes. The reactions of each employee in this process will differ according to their personality traits and, of course, according to generations. It is a matter of curiosity how the Z generation nurses, who have just started or will start working life, will react in the management processes, how they will adapt to the working life, how they will communicate with other employees or their managers. For this reason, in these periods when the Z generation nurses have just started their working life, the personality traits of the Z generation should be known by the executive nurses, the prevention of conflicts in working life, the acceleration of the adaptation process, the prevention of negative behaviors in managerial processes such as preventing communicative problems, allocating more time to patient care and quality patient care, important in terms of service delivery. Therefore, in this section, the work-related characteristics of Z generation employees are mentioned, and the management of Z generation nurses is discussed and various suggestions are made to avoid managerial problems between managers and Z generation nurses.

1. GENERATION CONCEPT

Karl Mannheim first mentioned the concept of generation in his book written in 1928. In scientific terms, William Strauss and Neil Howe made generational classifications in 1991. This classification is still used today (Strauss & Howe, 1991). The concept of generation is defined by Langree as communities formed by individuals who have been in similar historical events, lived in the same period and socialized under the same social conditions (Lagrée, 1991: 7). When defining generations, if it is necessary to make an explanation according to biological origins, the definition of lived process between the dates of birth of parents and their children can be used. In this context, looking back from today, while a generation is formed in 20 to 25 years on average, the period for the formation of a new generation is prolonged due to the increase in the age of having children in today's world.

Considering the rate of change in today's world, it would be more realistic to make a definition by considering it sociologically instead of explaining the generation definition by basing it on biological foundations. It is not sufficient to make a generational classification for persons belonging to a generation in terms of sociology, and that persons belonging to that generation are born only in certain date ranges. In addition, living in that period and being affected by events can be defined as persons who have similar characteristics with the values of the persons in that generation (Özer et al., 2013:125).

2. CLASSIFICATION OF GENERATIONS

2.1. The Silent Generation (1925-1945)

Persons born before 1945 are called the Silent generation or the Traditionalists (Kyles, 2005: 54). In a different definition, the Silent generation consists of persons who were born before 1946 and between the two biggest wars. It is also called

the War generation. In 1951, the name “Silent Generation” was given in Time Magazine. While there were great economic problems globally at the time of their birth, this generation also faced the Second World War. In addition, the persons of this generation have experienced different problems such as the Korean War, strong dust storms, and the restriction of their freedom of belief (Kurtoglu et al., 2016: 416-430). Although the individuals in this generation are too young to participate in the wars, they are known as the persons most affected by the war (Levickaite, 2010: 173). Today, the main factor in the working life of this generation is that their salaries are not only for themselves but also for their family members to sustain their lives. The workforce performance of the silent generation persons is high, and they are committed to their jobs (Simoneaux, 2010: 66). The behavior that makes persons in this generation the happiest in their working life is the positive feedback they receive from the managers and the awards received for the work done. Of course, most of this generation members are now retired (Kyles: 2005: 54).

Table 1. Characteristics of Silent Generation Persons (1925-1945)

Business Ethics / Value	Hard work Respect for authority Prioritized tasks Obey the rules
Work is...	It's a must
Leadership	Directives Command and controls
Interaction	Individual
Communication	Official Written
Feedback-Award	The news is not good Here to be satisfied
Motivation	Experience is respected
Work and Family Life	-

Source: Puybaraud (2010: 36).

2.2. Baby Boom Generation (1946-1955)

Although there are different definitions in the literature, the period that covers persons born between 1946-1955 covers the baby boom generation (Parment, 2013: 192). In this period, due to the increase in the fertility rate after the Second World War, the developments in the field of medicine and the decrease in infant mortality, this generation was called the baby boom generation (Zemke et al., 2013: 61). When considered in a different way, this generation, in which the fertility and birth rate is high, is also called the “generation that reshapes the society” (Levickaite, 2010: 171). Persons of this generation have a positive and successful business life in bilateral relations. In addition, they are very ambitious in competing with each other and exhibit workaholic behaviors in their working life (Delahoyde, 2009). They grew up in large families, received their education in large classrooms, so they learned to

be part of a team. Therefore, “Team spirit” is a powerful source of motivation for this generation. This generation, which is goal-oriented, prioritizes their work by keeping their personal lives in the background (Culp, 2011: 4). Being connected to the organization, being competitive, not being able to balance work and private life are among the other characteristics of this generation (Beaven, 2014: 72).

Table 2. Characteristics of the Persons of the Baby Boomer Generation (1946-1955)

Business Ethics / Value	Workaholic Efficient work Combat Desire for quality Authority is questioned
Work is...	It is an exciting adventure.
Leadership	Team spirit Consensus
Interaction	Team player Meeting lover
Communication	Face to face
Feedback-Award	To be appreciated Money
Motivation	We need you in this job You are valuable to us
Work and Family Life	Unbalanced Live to work

Source: Puybaraud (2010: 36).

2.3. Generation X (1965-1979)

When the concept of Generation X, which was first mentioned in an article written in England, was not accepted by the journal, it was published as a book called “Generation X” (Sujansky, 2009: 62). Later, the X generation, which was discussed in a book called “Generation X: Tales for An Accelerated Culture” written by Douglas Coupland, gained even more importance (Den Nergh & Behrer, 2013: 8). Those who are the heirs of the Baby Boomer Generation and who gave up the struggle for life in their 20s are classified as the X generation (Tulgan, 1997: 4). It is reported that the name of this generation originates from the word “ex”. Contrary to the baby boom generation, which was the previous generation and where birth rates increased excessively, birth rates decreased in this period (Bayhan, 2014). While the persons of this generation display the personal characteristics of their parents, they show the personal characteristics that shape the X generation with the effect of the changes in the time period they were born.

In addition, they were brought up in a troubled and inefficient way in terms of the economic, social, and growing environment. Persons of this generation needed a sense of personal protection because their parents were generally at work and ended their marriages (Demirkaya et al., 2015: 189). Unlike the Baby Boomer generation,

they were not brought up under strict rules. Since their parents are generally involved in business life, they have been stingy about spending time with X-generation persons compared to the generations before them (Stillman & Stillman, 2017: 24). Due to the fact that they are faced with economic obligations during their childhood, this generation has caused the persons of this generation to mature earlier than the persons of the previous generation and to take the responsibilities in the family at a young age (Baran, 2018). Persons of the X generation pay attention to the balance of time they devote to work and private life, while they state that human life is too insufficient to spend only on business life, they take care to increase their abilities in their business life (Duvendack, 2010: 25).

Table 3. Characteristics of Generation X (1965-1979)

Business Ethics / Value	Tasks are eliminated Wants a vision Is skeptical
Work is...	It's a tough challenge.
Leadership	Everyone is the same Challenge others Interrogator
Interaction	Entrepreneur
Communication	Momentary
Feedback-Award	The best reward is free time
Motivation	There are no rules Do it your own way
Work and Family Life	Work and life balance

Source: Puybaraud (2010: 36).

2.4. Generation Y (1980-1995)

It is known as the most educated generation among the previous generations and includes persons born between 1980-1995 (Crampton, 2009: 1-6). Since Y generation persons are constantly questioning their parents, this generation has been the persons who wondered the reasons for the events and asked questions. Therefore, the name of this generation comes from the word "why". Y generation persons do not hesitate to ask questions, participate in discussions and express their wishes (Çinkır, 2018). Generation Y persons are intelligent, insightful, optimistic and love to gain new experiences. They care about work-life balance. They make their career plans according to their family order. They are wise in economic matters because of their ability to see financial troubles and threats. In addition, they have the ability to quickly adapt and adapt to changes (Bolser & Gosciej, 2015: 2).

Individuals of this generation are loyal and sincere, take care of their good economic conditions, have full trust in their parents, love to act independently and according to innovations, desire to rise in the jobs, they are working in, want the management and give importance to development as a team. Although Y generation

persons have a sense of trust, they are in a better position to travel than X generation persons (Valentine & Powers, 2013: 598).

Table 4. Characteristics of Generation Y (1980-1995)

Business Ethics / Value	Various missions Determined Entrepreneur Focus on goals
Work is...	The tool to the end State of being satisfied
Leadership	Time for young leaders
Interaction	Participant
Communication	e-mail voicemail
Feedback-Award	It's mine when I want it.
Motivation	Working with successful persons.
Work and Family Life	Balanced

Source: Puybaraud (2010: 36).

2.5. Generation Z

Generation I, Internet generation, Next generation, Network generation is a generation that is created by persons who were born in 1995 and after, and in order to define their persons (Levickaite, 2010: 173). Dolot, on the other hand, defines the Z generation as persons who were born after 2000 and grew up with high technological opportunities (Dolot, 2018: 45). In the literature, there are studies that define Z generation persons as persons born in 2003 and later (Senbir, 2004: 25-26). Individuals of this generation are born and raised in technology, collaborative, spend most of their time at home, dislike crowds, use computers, etc. They are persons who prefer technological tools to books and who want to write rather than talk in communication (Stillman & Stillman, 2017: 25). He used the silent generation definition for the Z generation persons. The reason for this definition is that the persons of the Z generation will exhibit a high amount of individuality and will remain in a sense of loneliness in the life they live (Strauss and Howe, 1991: 335).

For this generation, who are not fully adults, significant changes have occurred in the spending and movement patterns of the generation persons due to the formation of material and moral values and innovations in the economic, historical and social process (Altuntuğ, 2012: 206). Rapid developments in the field of technology have caused the personal characteristics of this generation to differ from the previous generations (Erden Ayhün, 2013: 103). The persons of this generation are separated from other generations due to the fact that they are the most global generation in the world (Mládková, 2017: 116). Persons of this generation, who were born at a time when technological developments reached the highest levels, have become able to solve the difficulties that may arise in matters such as communication and access to

information with a click of a button. Compared to other generations, they are more successful in the technological field. As evidence of the Z generation's preference for individuality, it can be shown that they prefer virtual rather than original written sources, prefer written communication in virtual environments instead of verbal communication, and do not spend much time socially in external environments. Although they want to get the results of what they have done immediately, they hesitate to even think of a life away from mobile devices (Seemiller & Grace, 2016). This generation of persons will prefer to work with managers who have received the best education, learned self-expression and self-confidence at an early age thanks to the guidance of their parents, and can receive continuous feedback and mentoring support from their managers in their future working life (Schawbel, 2016).

The persons of Generation Z have never been disappointed by searching the encyclopedia for hours in terms of accessing information, they have reached and used endless resources in seconds. If he wanted the information he sought to be up to date, he used online platforms (Seemiller & Grace, 2016). They don't know how to physically struggle, and many of them spend their lives studying or playing video games. Although they seem to be in a comfortable structure, they grew up familiar with the problems their families went through, such as global warming, terrorist incidents, and economic crises. Therefore, they can use their technical knowledge and abilities to solve these problems (Looper, 2011).

Generation Z persons were born in social media, android phones, and cloud systems and live in technology. For this reason, it is estimated that there are no geographical borders in this generation, and they will integrate easily by communicating with their western peers. It is estimated that their incomes will be higher than the individuals of the previous generation and that women's incomes may be higher than men's, therefore, the social roles of men and women may change. In addition, it is predicted that lonely lives will increase due to individual and independent lifestyles, and the brand loyalty of this generation individuals, who enjoy creativity and innovation, will be low (Türk, 2017:228).

Although the persons of Generation Z are defined by different dates, it generally covers the early 90s and mid-2000s. Generation Z is a generation that enjoys eating the same food, listening to the same style of music, having a similar fashion sense, and using the communication styles they use among themselves, and they have become the world's first global generation (Puiu, 2017).

Considering the general characteristics of the Z generation:

- Collaborative, creative, and productive.
- There is a digital communication network that was born in technology.
- Socializes quickly and has high expectations from life.
- They are prone to a flexible working system away from bureaucracy.

- They are ambitious and indecisive.
- They are pro-innovation and interpret information quickly.
- They like to stay away from socialization and live alone (Taş et al., 2017: 1038).

Generation Z is self-centered and has grown up with the ease of communication and transportation. Generation Z individuals, who do not like to prefer standards, like to produce new strategies. Generation Z, who grew up in technology, has the ability to adapt technologies that will make their lives easier. In fact, it is thought that the technology-oriented speed in business life, which starts with the individuals of the Y generation, will reach a higher level with the Z generation individuals (Fettahlıoğlu, & Sünbül, 2015: 32).

In a study, Z generation persons; freedom, adaptability, cooperation, sense of curiosity, being correct, fun, quickness, and innovation are characterized by 8 personal characteristics (Tapscott, 2009: 74). In addition, they are fun-loving, independent, self-confident, have poor communication with administrative groups, can be busy with many tasks at the same time, and can interpret information very quickly. With these features, Z generation people are at the best level compared to other generations (Dereli & Toruntay, 2015).

Table 5. Comparison of generations

Generation	X	Y	Z
Year of birth	1965-1979	1980-1995	After 1995/2000
Family	- Parents separated or working. -Child being raised by a 3rd party or growing up alone	- Over-interference and protection in children's lives - Technological isolation	- Online friends more than family - Time difference friendships - Online groups/culture
Technology	- Video - Walkman - PC - Fax	- DVD - Internet-E-mail - Play Station-Xbox-Ipod	- Tablet - Social media - Android - IOS - PS4
Communication	- Face to face - By talking	- Computer communication	- Online - Correspondence
Specific	- Growing alone - Adverse economic and social conditions -Insecurity in the future	- Improved economic conditions - Continuous technological connection - Parent shield	- Internet generation - addicted to technology - Connected to Z's all over the world - Does not want to spend time outside the home
Motivation	- Choice between brands - Specializations	- No brand loyalty	-Brand obsession - Trends - Brand kingdom

Leadership	- Router - Authoritarian	- Booster - Collaborative - Supportive	- Inspiring - Visionary
Marketing	- Direct marketing - Hot sale	- Electronic marketing - References	- Interactive campaigns - Online campaigns - Participatory campaigns
Education	- Spontaneous - Interactive	- Multiple perception - Picture	- Multiple stimulus
Work and Social Life	- Loyalty feelings are variable - Respectful of authority - Sensitive to society - Independent - Prefers an equally responsible work environment	- Low feelings of loyalty - Difficult to accept authority, - Dislikes hierarchical order - fond of independence - Frequent job changer - Who wants to know the reasons	- Collaborative - Creative - Born to technology - Ability to multi-attention and decision-making - Those who want to have fun while working and constantly learn - Seeking both vertical and horizontal career advancement opportunities - Prefers to work individually - Able to process information very quickly

Source: Çetin & Karalar (2016) and Demirkaya et. al. (2015).

3. GENERATIONS' VIEWS AT WORK

Today, different generations are involved in working life together. In these environments where characteristics, values, and expectations are different, managers have difficult tasks. For this reason, managers should be aware of the differences between generations and know their importance in business life (Kraus, 2017: 62). In this direction, when the perspectives of the generations are examined: While the X generation has a balanced work ethic, the Y generation is enthusiastic, and the Z generation is realistic. Work is a challenge for Gen X, a means of making a difference for Gen Y, and an enthusiastic pursuit for Gen Z. In business, generations differ from each other in terms of flexibility, entrepreneurship, teamwork, using technology, trust, and risk-taking. The silent generation and the Baby Boomer generations differ in their perceptions of work compared to the X and Y generations. In contrast to the Baby Boomer generation, who exhibit a “business first” attitude in business ethics, the X and Y generations display the “life first” attitude (Brennan, 2010).

Generation Z individuals, who have already entered universities and business life, are the youngest in the workforce and have different values and attitudes about work (Fratrîevá & Kirchmayer, 2018). Although most organizations adjust their practices to the changing expectations of millennials, they may be faced with challenges once more millennials are recruited. Today, it is thought that organizations will move away from the classical hierarchical structure due to their virtualization, increase in

social networking applications, and demands for more personal freedom due to the understanding of providing uninterrupted service (Fratriëová & Kirchmayer, 2018). Therefore, understanding the generational differences and managing the employees within this scope can increase the efficiency of the organizations and decrease the staff turnover rate (Valiccas & Jakštaitė, 2017: 109). Generation Z employees prefer to establish their relationships in the business environment with internet networks rather than hierarchy. Akar states that this generation will not be able to perform adequately as a team player and will be more successful individually (Akar, 2015: 39). In another study, it was stated that this generation preferred to work alone, and they wanted to learn and solve the job instead of a consultant. Members of this generation expect flexibility from the workplace. From this point of view, it is thought that the “home office” style of working from home will be appropriate for this generation. In this way, with the ability to do more than one job at the same time, the individual will be able to both do his/her own work and fulfill his/her professional duties (Arar & Yüksel, 2015). The things that will most appeal to the Z generation in choosing a business life; It is estimated that there will be wages and fringe benefits. For this reason, clear answers should be given to this generation individuals about wages and fringe benefits in the job interview and it should be explained whether the business will offer them an opportunity to develop themselves and whether there are independent working conditions (Muller, 2018).

Although Z generation individuals are constantly active on social media, they participate less in civic organizations than older generations. Activity in social media negatively affects the writing skills of Generation Z. It, therefore, indicates that they will need in-depth training to develop their formal communication skills. They will be able to easily integrate into organizations with the mentoring of experienced generations. It is recommended to support millennials since they entered business life (Lidija et al., 2017). In order to make it easier to understand and manage different generations of employees, the work-related characteristics of the generations are summarized in Table 6.

Table 6. Work-Related Characteristics of Generations

Work Feature	X	Y	Z
Work Ethics	- Balanced	- Enthusiastic	- Realistic
Work Opinions	- Work is a challenge.	-Works reveal the differences.	-Work must be done willingly and with energy.
Personal Characteristics	- Fast, enterprising, concerned with quality of life	- Conscious on political issues, high expectations, self-confident, team builder	Tech-savvy, spoiled, risk-averse, accustomed to being protected

Work Features	<ul style="list-style-type: none"> -Does not like business policies. - It is not very dependent on the employee. - Can multitask. - He likes responsibility and equality. - Resilient to authority. 	<ul style="list-style-type: none"> - Money does not motivate. - He/She wants to know why. - He/She likes fun work. - Asks for a short-term goal. - He/She is confident in his ability. 	<ul style="list-style-type: none"> - He/She is clever. -Processes information quickly. - He/She can orient himself. -Can solve difficult problems. -Productive and collaborative.
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Source: Çetin & Karalar (2016).

4. RESEARCH ON GENERATION Z

In a study conducted with 219 healthcare professionals, the expectations of the Z generation employees from working life were investigated. In the study, it was found that generation Z persons give more importance to internal values than external values (Yazıcı, 2019). In another study conducted in the health sector, the observations of employees in managerial positions serving in the health sector towards different generations of employees were investigated. It was emphasized that the Z generation employees should be provided with managerial training (Latif & Serbest, 2014). In a study investigating the learning styles, needs and preferences of Generation Z students studying in the field of health, it was reported that an optimal and safe learning environment should be provided, education subjects should be revised, and all planning should be made according to the needs of the students (Shorey et al., 2021). In a study examining the career views of X, Y, and Z generation students who continue their education, it was determined that Y generation students had more desire to move than X generation students. It has been determined that while Y generation students give more importance to order and trust in the workplace, Z generation students give importance to personal management skills. In addition, it was concluded that the Z generation persons will have a low sense of commitment and belonging to the organization (Çetin & Karalar, 2016).

In a study whose sample was composed of X, Y, and Z generation students, motivation sources and careers were examined. In the research, it was determined that the source of motivation for the X and Z generations is financial resources (Aksu & Doğan, 2020). In a study conducted on persons who continue their education with the aim of being an academician, leadership preferences were examined, and it was determined that they differ in all generations (Bako, 2016). In a study conducted on students who continue their university education, the working environment, and career demands were examined, and it was stated that the Z generation students had an informal workplace environment, post-work feedback, confidence, and demands to have a say in business life (Çiftçiöğlü et al., 2019). In a study conducted on students who continue their university education, it was aimed to determine the career perceptions and personality traits of the Z generation that affect their business

life and career choices. As a result of the research, Z generation persons have shown goodwill, tolerance, sincere, and loving personality traits who like to help (Şimşek, 2019).

In a study conducted in the banking sector, it was aimed to examine the effect of innovative HRM activities on the satisfaction of Z generation employees and their thoughts on leaving the job. In the study, it was found that the happiness of the Z generation employees has a mediating effect on the thought of leaving the innovative HRM activities (Guler & Acar, 2019). In a study examining the motivation priorities of different generations of employees in the IT sector, it was determined that each generation had different motivation priorities. In addition, it has been stated that knowing the wishes and motivation sources of the employees in the organization is very important for the continuity of the employees in the organization (Adıbelli, 2018). In a study conducted in the telecommunications sector, it was aimed to determine how to develop the careers of Z generation individuals and how to do talent management. In the research, it was stated that those who are strong in terms of talent among the Z generation employees should be attracted to the organization and employed in appropriate job fields. In addition, it was emphasized that since Z generation employees are both today and tomorrow of organizations, these employees should be supported in an expert framework throughout their career life (Arar, 2016).

5. MANAGEMENT OF GENERATION Z NURSES

Today, as in many sectors, the Z generation workforce is increasing in the health sector. Therefore, it is important for the managers to employ the Z generation employees in the most efficient way for the organization and in the most motivated way for the employees. In this direction, nurses, who make up the majority of health professional groups, should shape their organizational structures according to the characteristics of this generation and create an appropriate organizational climate by considering the psycho-social characteristics of the generation. For the Z generation, first of all, the business that will provide employment at the stages of starting a job and choosing an institution should have a web page that is fully introducing itself. In addition, the company should have social media accounts and Z generation candidates should have attractive business information (Adeco, 2015). In this direction, it can be defined as the first step that can help the Z generation nurses, who have not yet started to work, to choose an institution.

Experts emphasize that training and induction processes for new positions, that is, in-service training, should be carried out with remote access via computer modules and smart phones. Generation Z persons prefer companies that offer such accessibility, and they also provide flexibility to participate in these training processes (Wiedmer, 2016). Supporting the in-service training of the new generation Z nurses with online platforms and creating virtual classrooms can enable them to exhibit

a participatory approach. However, it is known that some traditional practices, such as the initiation process and initial training, are not widely accepted by the Z generation, and they prefer to learn in the field and on-site (Wiedmer, 2016). In this context, it is known that Z generation employees are empowered by mentoring and guiding with practical knowledge rather than theoretical knowledge. However, there may be communication problems in this regard (Adecco, 2015). In the job orientation of Z generation nurses, participatory in-service trainings can be given instead of traditional in-service trainings by choosing from senior nurses, training nurses and especially mentor nurses with strong communication skills.

If organizations want to retain Generation Z individuals, they must clearly state what their expected professional development will be in the medium term and must clearly state what the career opportunities of Generation Z individuals may be in the short or medium term (Adecco, 2015). If businesses want to keep Z generation nurses in their hands, their questions and thoughts about their career or professional development from Z generation nurses to manager nurses at the beginning of their working life should be supported, motivated and their enthusiasm to work should not be discouraged. Another important element in the management of Generation Z persons is flexibility. Flexibility is not just flexible working hours. Organizations do things differently from traditional methods (Gale, 2015). Sharing study lists from online platforms that can be accessed quickly or holding meetings in the clinic from online platforms can be given as examples. The only problem of today's organizations is not only the members of the Z generation. It is known that five generations work simultaneously in an enterprise. It is to develop a talent management model that integrates various expectations and needs of different generations in a balanced way. Since the motivation of each generation is different, businesses need to implement practices that effectively complement generational differences and similarities (Wiedmer, 2016). In this direction, the work balance of the other generation employees should also be considered while making initiatives for the work motivation and adaptation processes of the Z generation nurses. In a study, it was reported that the communication aspects of generational employees are weak, and their working environment preferences are virtual or at home in small groups (Castellano, 2016). In the same study, it was emphasized that the expectations of the Z generation of managers should be met as much as possible (Castellano, 2016). Since nursing is a profession that requires face-to-face communication as much as possible and involves the transfer of emotions, since it is a holistic approach principle and the art of touching the life of the patient, the working environment of the Z generation nurses is far from the virtual or home office. However, problems that may occur in face-to-face patient communication can be prevented by providing communicative support to Z generation nurses as much as possible.

Generation Z employees have expectations for quick solutions to various problems they may encounter in business life with their psycho-social needs, speed, and desire to reach satisfaction quickly. In addition, Z generation employees think that their leaders are slow to act in the face of a problem (Stukey, 2016). Therefore, managers of working Z generation nurses should seek a quick solution to any problem in the clinic but should avoid making mistakes. It is known that the lack of communication skills between the Z generation employees and their managers when they are told by the managers what to do and how they should do, they give undesirable reactions (Stukey, 2016). It is essential to provide training for Z generation nurses and managers on professional communication skills. However, in a study, it is seen that most of the managers do not have enough equipment to manage the needs and expectations of the new generations, and the partial training contain prejudice and common sense, far from reliable studies that provide information about the expectations of the Z generation (Maioli, 2017). In order to understand Z generation nurses, it is very important to provide accurate, reliable, and up-to-date information to executive nurses and to make them understand. Thus, it is thought that possible professional or personal communication conflicts can be prevented.

CONCLUSION

As a result, in order to avoid any managerial problems between the manager nurses and the Z generation nurses;

- First of all, they should learn and understand the general characteristics of the Z generation and adopt their characteristic structure thoroughly,
- Generation Z should acquire correct communicative skills with nurses,
- Generation Z should respond to nurses' demands as soon as possible,
- Should use technology in their work and also produce fast and practical solutions,
- Informing different generations of employees about these issues and maintaining a balance in management,
- Generation Z should consider the suggestions of nurses and should not discourage them by evaluating their suggestions.

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Biography-Yasin CETİN

He was born on July 30, 1985. He completed his undergraduate and graduate nursing education processes at Inonu University. During his graduate education, he worked on organizational citizenship behavior in nurses. He started his career at Inonu University Turgut Ozal Medical Center in 2009. Here, he worked in many administrative positions, from intensive care nursing to supervisor nurse, from clinical responsible nurse to assistant hospital director. He started his career at the academy at Adiyaman University in 2019. He is currently working in the same institution, Faculty of Health Sciences, Department of Nursing Management. He carries out his academic studies, especially on organizational behaviors in nurses, quality in health, health policies, current approaches in nursing services management.

CHAPTER-9

THE IMPACT OF GENERATION Z ON BOOSTING ORGANIZATIONAL PRODUCTIVITY

Khodor Shatila

- ❖ IProCares International Research Center
- ❖ 0000-0002-1580-121X
- ❖ shatilakhodor@gmail.com

Suha Jalloul

- ❖ Lebanese American University of Beirut
- ❖ 0000-0001-8555-6582
- ❖ suhajalloul@gmail.com

THE IMPACT OF GENERATION Z ON BOOSTING ORGANIZATIONAL PRODUCTIVITY

INTRODUCTION

This chapter discusses how Generation Z employees, particularly in the retail sector, affect the success of Lebanese companies. Generation Z will take the place of the Millennials in the workforce in the near future. However, this generation was born just as the graphical Web, our modern-day counterpart to the internet, was making its debut, unlike earlier generations. In fact, the frequency of Internet usage from a young age is one of the distinguishing features of this generation. Millennials and members of Generation Z are completely dependent on technology in their day-to-day lives, and they aren't the kind to be seduced by presents; instead, they want their creative thinking and commercial acumen recognized for their work.

This study looked at how Generation Z employees affected business success. Alongside technology and innovation, the entrepreneurship of Generation Z has been studied in relation to the performance of their businesses in the Lebanese retail sector. The innovation and usage of technology by Lebanese Generation Z employees have a bearing on the performance of Lebanese businesses. Many factors include the fact that millennials and Generation Z are the most technologically advanced and socially conscious generations in the labor force.

The research will address deeply theories related to Generation Z in addition to addressing previous studies related to the relationship between Generation Z characteristics and employee productivity in the retail sector. The variables of this study had been chosen based on research gaps of previous studies and have been tackled deeply throughout the research by addressing the mediation effect of engagement and transparent communication on the relationship between Generation Z characteristics and their productivity in the Lebanese retail sector.

1. GENERATIONAL THEORY

In the workplace, many people are both followers and leaders, and they come from a variety of time periods. People in positions of leadership may benefit from a greater understanding of who is in control and what motivates their outlook on life." This may be an alternative but that is not obligatory. Treating workers equitably should be based on their underlying values, attitudes, and beliefs according to studies conducted across generations (Vestergaard, 2017). People's preferences for intrinsic rewards over extrinsic ones, as well as their societal values and expectations about employment, have all been demonstrated to be influenced by a generation's lifelong exposure to global events and cultural consequences (Valaitis et al., 2018). Many of the early theorists of generational theory regarded generations as concrete social groups that bind their members together. It is when individuals share their experiences and opinions that they begin to influence the worldview and attitudes

of future generations. These frequent experiences might also be put into perspective by reading these books.

2. GENERATION Z AND INTERNAL COMMUNICATION AND ORGANIZATIONAL PERFORMANCE

There is a fundamental shift taking place in the way organizations function, engage, and solve problems as a result of the arrival of Generation Z workers. According to Lothans & Doh (2015), the main objective of their article is to investigate how today's firms are equipped to deal with the changes and difficulties that Generation Z brings to the workplace and how HR professionals engage with Generation Z in the workplace. Individual interviews with four Romanian human resources specialists were the basis of Merriman's (2015) research. Generation Z comprised between 11 percent and 58 percent of the workforce in the firms surveyed, which had between 50 and 700 employees. According to the HR experts polled in this study, their companies are prepared to deal with the challenges and opportunities that Generation Z will bring to the workplace. The level of knowledge and openness that managers and HR professionals have regarding Generation Z is critical to effectively managing the workplace changes brought on by this new generation. Generation Z's skills, attitudes, and perspectives must be harnessed and transformed into possibilities if employers want to attract, motivate, and retain this generation of employees.

In order to reach this new generation of employees, leadership must have a deep knowledge of internal communication (also known as employee communication). When it comes to building solid relationships with both internal and external audiences, internal communications have been cited as a key component (Tkalac Verčić & Pološki Vokić, 2017).

Internal communications are seen as a useful tool for workers when it comes to business culture and ideals. Worker notification system (Tkalac Verčić & Pološki Vokić, 2017) for business changes and developments Workers can hear one other's worries, issues, and requirements with the use of internal communication tools. Businesses and their workers may work together to cultivate positive attitudes that will help them perform better and be more successful. According to a study, firms that do not encourage two-way communication risk losing their human resource (Taiminen et al., 2015).

Workers prefer to acquire information from their boss rather than from the top management. However, managers' communication abilities might vary and need the adoption of diverse internal communication ways. Research suggests that (Swanzen, 2018) Closed-loop video streaming and social media like email may be used by companies to communicate with their staff. Publications like newsletters and intranets can also be used for this purpose. When it comes to distributing messages, programmers have a lot more leeway and control now.

There is a loosely linked horizontal information transmission in internal social networks where messages may be sent from one person to another or from one team to another. Hierarchical or mass media communication is generally perceived as more accurate since there is no effective two-way discussion with administrators. According to Taiminen et al. (2015), communicators should consider how the internet communication age has influenced internal communication systems while using blogs, bulletin boards, and internal social networking sites to encourage two-way communication and a community.

2.1. Impact of Generation Z on Intrapersonal Communication

Stillman & Stillman (2017) assert that interpersonal communication is the cornerstone of the public relations personal influence paradigm, which emphasizes interactions inside an organization between workers and senior management. A study has found that communication and collaboration are affected by five interpersonal factors, including trustworthiness and inclusiveness; shared values, viewpoints and attitudes, and defined roles (Sterling et al., 2017). Intrapersonal communication, according to experts (Mayfield et al., 2015), is a difficult effort dependent on connections and social interaction. Meaning personal influence is critical to intrapersonal interactions since it decides whether or not strong personal connections, which are critical to the company's overall performance, succeed.

Don (2018) has conducted research on the preferred teaching methods of Generation Z students. Hands-on activities have been found to be the most effective method of teaching for 61% of the students, while i-folios have been found to boost their interest in the course by 47%. In addition, 54% of students felt that instructional methods other than lecturing had been used. In addition, 35% of students strongly agreed that tutorial and discussion-based learning helps them comprehend the course material better, and 51% of students agreed. As a final point, 48% of Generation Z students said that online and application-based learning pique their interest in the subject matter. In addition to this, the survey found that Generation Z students choose off-the-classroom studying as one of their preferred learning modes. As a result of this research, it can be shown that Generation Z is prone to their lifestyle trend, which is similar to Merriman (2015), which demonstrates Generation Z prone to the use of technological aids in teaching and learning.

2.2. Impact of Generation Z on Engagement

When it comes to a company's ability to give its workers purpose, engagement, or what some could refer to as organizational cooperation with internal stakeholders, is a key aspect (Morgan, 2018). Stakeholder involvement is a wide and particular word that encompasses both broad and targeted attempts to incorporate stakeholders in the organization's decision-making and action processes. Indicators of employee engagement, like as recognition, social milieu, and personality, are all interconnected. Approximately 15% of workers worldwide are actively engaged and enthusiastic

about their employment and workplaces, with the proportion of actively disengaged employees outweighing engaged employees by a ratio of two to one. There may have a negative effect on the company's success if employees aren't actively involved, which may lead to poor performance and wasted human potential (Kahn et al. 2018). High levels of employee engagement have been found to be strongly related to satisfaction with internal communication, underscoring the importance of the connection between employee engagement and internal communications (Al-Asfour, 2014). His study confirms that companies that construct performance management systems on psychological engagement outperform their competitors. This includes opportunities for personal development as well as interpersonal interaction that fosters positive working connections. It is possible for leaders to establish a psychologically safe work environment by unleashing the potential and sharing knowledge of their employees. Additionally, studies indicate that creating a positive work atmosphere encourages workers to take on challenging problems and form collaborative relationships (Albright & Marinova, 2015).

When it comes to the practice of human resource management, the employees had the greatest influence on the company. Because of this, the organization will need to hire additional employees to carry out its vision and goal. Work-life balance, though, isn't only about a person's professional requirements; it's also about their personal ones. Employees that are able to accomplish work-life balance with the help of their employer should be more engaged, more committed, and more productive at work. When it comes to the company's well-being, workers have difficulty since they are entering the workforce as a group known as Generation Z. There is a need for more study on the effects of work-life balance on the supervision of millennial workers. According to the study's findings, work-life balance is a factor that contributes to employee engagement among Generation Z. A company's Work-Life Balance may impact employee participation. Increased employee Work-Life Balance levels are associated with increased employee engagement. Because of this, the dependability test result for employee participation is 0.983, while the value for work-life balance is 0.942, both exceeding Cronbach's Alpha. According to Winasis et al (2020), the validity of each variable evaluated seems to remain intact, hence the findings of this research may give useful information.

2.3. Impact of Generation Z on Leadership Communication

To engage with the future generation, executives must understand which leadership styles are most useful for internal communications in order to interact with the next generation. Kahn et al. (2018) claim that leadership may be seen through the lens of value and is linked to communication in a manner that encourages the members' development, success, and harmony. As we talk about communication in terms of sustainability and harmony with nature, it may also be utilized to establish communities of reciprocal care and shared responsibility, where everyone's well-

being and dignity are cherished, respected, or preserved. According to Joshi et al. (2015), effective leadership and motivation are based on collaboration and powered by effective leadership communication. Studying leadership communication from the viewpoint of systems theory contributes to the understanding that successful leadership is built on communication (Almalki, 2016). Unexpected factors, such as the follower, message, and environment, all have an impact on the leadership-followership connection. According to their findings, relationship-oriented business leaders pay close attention to their workers' needs, engage them, and develop a highly engaged workforce by paying close attention to them (Alegre & Berbegal-Mirabent, 2015).

A large portion of Indonesia's population is now made up of people from Generation Z. An impressive 67.24 percent of the overall population is comprised of the millennial generation. Researchers believe that the millennial generation's leadership style is still uncommon among its members, despite extensive efforts aimed at cultivating it. Because of the oil and gas industry's instability in the recent decade, this research attempts to examine the impact of transformational and transactional leadership on organizational performance among millennials. As stated by Luthans & Doh in their paper on the subject, the research factors employed in this study include transformational and transactional leadership, as well as the mediation variables that connect the previously mentioned variables to effect organizational performance (2015). Structural Equation Modeling (SEM) is being used to assess the research model and hypothesis in the model test. A survey disseminated online employed in this research, and 150 people from throughout the firm participated. Through the use of organizational learning mediating factors, transformational leadership has an impact on organizational performance. Knowledge sharing is favorably influenced by both transformational and transactional leadership. Learning in the workplace and job performance both rely on organizational success.

According to research by Alegre & Berbegal-Mirabent (2015), the leadership process is driven by communication around a common goal, and success in leadership, business, and life are determined by how easily people connect both at work and outside of the office. Benhamou, (2015) asserts that the chief executive officer is directly responsible for the effectiveness of the organization's leadership communications. To be a successful leader in a company, one must be able to do many jobs such as communicator, agenda-setter, and community builder. The chief executive of a company is also tasked with a tremendous amount of public relations work.

2.4. Impact of Generation Z on Transparent Communication

With the advent of new technology such as digital communication, businesses now have more options for internal communication while also boosting their importance (Field, 2018). Significant amounts of information must be made available to the

public, and this information must be based on reliable sources, be fair and suit both the sender's and recipient's interests. An organization's ability to fulfill audience information needs depends on how well it incorporates audience perspective into its communication efforts (Jiang & Men, 2017). According to Openness, a company's actions and words have a positive correlation with employee trust. This illustrates that transparency is the cornerstone for fostering engagement (Field, 2018). According to the style of the leader, the significance of communication changes. According to Jiang & Men (2017) transformational leadership is founded on the idea that people, rather than groups, can affect the necessary changes in an organization.

3. METHODOLOGY

According to the findings of this quantitative correlational study, employee engagement levels among Generation Z are linked to a company's willingness to talk freely. Even while Generation Z has certain characteristics with Millennials, it has a very different perspective on the world. Having grown up with technology constantly at their fingertips, some scholars describe Generation Z as having a digital link to the Internet and the Internet at their fingertips. This study used a quantitative correlational method to investigate the link between the openness of the company's top executives to communicate freely and the degree of engagement of Generation Z employees.

3.1. Research Method

Quantitative research was used since there was no association between Generation Z's level of participation in the workplace and the readiness of leadership to speak freely. Statistical correlations and the links between Generation Z's level of participation and the readiness of the leadership to communicate were of particular interest in the research. In place of conducting an experiment, the researchers used a quantitative correlational methodology. This study's design was great since it allowed me to focus on statistical correlations.

The hypotheses were tested and assessed using multiple regression analysis, which determined whether or not the predictions based on the collection of independent variables answered the study's questions. Employee engagement (trust, control mutuality, commitment, and work happiness) were evaluated to see whether there was a correlation between open leadership communication and employee engagement. The findings of my inquiry are presented in this article.

3.2. Sample

Members of Generation Z made up the study's demographic sample, which comprised both full-time and part-time retail workers in Lebanon (born in 1995 or later). Researchers evaluate potential volunteers through purposeful sampling. Because this study required certain demography, purposeful sampling was used as the sampling technique (those born in 1995 or later who are working full-time or

part-time). The sample size for a particular population effect may be determined using a power analysis, which looks at how likely it is to provide statistically significant results

3.3. Instrumentation

The first part of the poll asked about demographic information that was gathered anonymously. In order to better understand population demographics, descriptive studies need demographic data. In the next step, participants were given survey questions on three distinct factors, including staff productivity as a dependent variable.

Participants' views of internal communication were classified as IC1, IC2, and IC3 using questions 1-5. Questions 6-10, coded as 6, 7, 8, and 9, solicited opinions on "Intrapersonal Communication" from participants. There were three questions on how respondents felt about the organization's commitment: 11-15, classified as InC1, InC2, and InC3. Questions 10-15 are classified as LC1, LC2, and LC3, respectively, and they reveal how generation Z communicates with leaders at work. Questions 16-20, classified as ENG1, ENG2, and ENG3, concentrate on how Generation Z engages in the workplace. Transparent communication is practiced by generation Z at work, as shown by questions 21-30, which have the codes TC1, TC2, and TC3. Employee productivity is shown by questions 26-30, which have EP1 through EP3 as their codes.

3.4. Data Collection

The research conducted a small-scale research study with the help of already-employed personnel. A sample size of 10-15 people is sufficient for a pilot study. A pilot study may be used to fine-tune study details and ensure reliability before a larger investigation is conducted. Participants were given 10-15 minutes to complete each survey throughout the one-week pilot study. After the pilot study went well, I moved on to the final examination.

3.5. Data Organization Technique

Google forms have been shown to be an effective and trustworthy method for doing research. IBM SPSS data analyzer was used to retrieve results from a Microsoft Excel® file after participants completed the survey online through the survey URL. Imputing replies based on the average of all responses to relevant question categories was used to cope with missing data" (IC, InC, TC). These variables are calculated by totaling up all of the questions in a specific category in SPSS®, and changing the average has no influence on the individual's answer.

3.6. Data Analysis Technique

Multiple linear regression was used in the analysis to determine how well each independent variable answered the numerous issues raised by the investigation. Multiple regression analysis and correlational design are used to test hypotheses and

forecast the relationship between independent and dependent variables. In the end, there is a structural equation modeling that combines all of the previously described data and connections. Multiple regressions and correlations were performed by the researchers to see whether there was a connection between employee engagement (trust, control mutuality, commitment, and job satisfaction) and transparent leadership communication.

4. FINDINGS

4.1. Descriptive Statistics

Table 1. Gender of Participants

Gender	Frequency	Percent	Cumulative Percent
Female	101	55.8	55.8
Male	80	44.2	100.0
Total	181	100.0	

Referring to the above results, it can be noted that 101 of the respondents are females and 80 of the respondents are males.

Table 2. Age of Participants

Age	Frequency	Percent	Cumulative Percent
18-24	103	56.9	56.9
25-34	78	43.1	100
Total	181	100.0	

Referring to the above table, it can be noted that 103 respondents fall between the age of 18 and 24 respondents, and 78 respondents fall in the age range of 25 and 34 years old.

4.2. Factor Analysis

Table 3. Factor Analysis

Components	Initial	Extraction
Employee Productivity	1.000	0.729
Internal Communication	1.000	0.746
Intrapersonal Communication	1.000	0.773
Leadership Communication	1.000	0.736
Engagement	1.000	0.713
Transparent Communication	1.000	0.835

Referring to the above table, the validity and reliability test had been conducted to study whether the data collected is reliable or not based on an indicator called Cronbach Alpha. If the indicator showed a value lower than 0.5 then the data collected is not valid, but if the indicator showed a Cronbach Alpha above 0.7 then the data collected is valid and reliable, and ready for statistical analysis.

However, referring to the above table, it can be noted that employee productivity showed a Cronbach alpha of 0.729, internal communication scored 0.746, intrapersonal communication scored 0.773, leadership communication scored 0.736, engagement showed 0.713 and transparent communication showed 0.835.

4.3. Regression Analysis

4.3.1 Regression Analysis One: Between Dependent and Independent Variables

Table 4. Pearson Correlation between Independent Variables and Dependent Variable

		Internal Communication	Intrapersonal Skills	Leadership Communication	Productivity
Internal Communication	Pearson Correlation	1	.560**	.584**	.504**
	Sig. (2-tailed)		.000	.000	.000
	N	181	181	181	181
Intrapersonal Skills	Pearson Correlation	.560**	1	.593**	.642**
	Sig. (2-tailed)	.000		.000	.000
	N	181	181	181	181
Leadership Communication	Pearson Correlation	.584**	.593**	1	.585**
	Sig. (2-tailed)	.000	.000		.000
	N	181	181	181	181
Productivity	Pearson Correlation	.504**	.642**	.585**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	181	181	181	181

Pearson Correlations test had been conducted to test the relationship between the variables whether it is positive or negative based on Pearson Coefficient. The table shows that:

- A significant positive relationship between internal communication and productivity of generation Z, since it showed Pearson Coefficient 0.504, and a significant level ($p=0.00<0.05$),
- A significant positive relationship between intrapersonal skills and productivity of generation Z, since it showed Pearson Coefficient 0.642, and a significant level ($p=0.00<0.05$),
- A significant positive relationship between leadership communication and productivity of generation Z, since it showed Pearson Coefficient 0.585, and a significant level ($p=0.00<0.05$).

Table 5. Regression Analysis between dependent and independent variables

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.632 ^a	.595	.588	.01586		

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.005	.009		-.594	.553
	Internal Communication	.154	.063	.122	2.453	.015
	Intrapersonal Communication	.269	.072	.264	3.752	.000
	Leadership Communication	.576	.080	.524	7.245	.000

a. Dependent Variable: Employee Productivity

The above regression analysis had been conducted to test the relationship between the dependent and independent variables. The variable internal communication scored a P-Value “0.015”, T-Test “2.453” and a B “0.122”. The variable intrapersonal communication score P-Value “0.00”, T-Test “3.752” and B “0.264”, and at last the variable leadership communication scored P-Value “0.00” and T-Test “7.245” and B “0.524”.

The model showed an r of 63.2% which means that the variables which affect employee productivity had been addressed in the research and that 36.8% of the variables had not been addressed in the model. As for the r^2 it scored 59.5% which means that the independent variables tend to impact employee productivity by 59.5%

Thus, the following hypotheses can be validated:

- H1: There is a positive relationship between internal communication and employee productivity.
- H2: There is a positive relationship between intrapersonal communication and employee productivity.
- H3: There is a positive relationship between leadership communication and employee productivity.

4.3.2. Regression Analysis Two: The Mediating Effect of Engagement

Table 6. Pearson Correlations between independent variables and dependent variables and engagement

		Correlations				
		Internal Communication	Intrapersonal Skills	Leadership Communication	Engagement	Productivity
Internal Communication	Pearson Correlation	1	.560**	.584**	.504**	.607**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	181	181	181	181	181
Intrapersonal Skills	Pearson Correlation	.560**	1	.593**	.642**	.754**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	181	181	181	181	181
Leadership Communication	Pearson Correlation	.584**	.593**	1	.585**	.700**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	181	181	181	181	181
Engagement	Pearson Correlation	.504**	.642**	.585**	1	.636**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	181	181	181	181	181
Productivity	Pearson Correlation	.607**	.754**	.700**	.636**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	181	181	181	181	181

Referring to the above Pearson Correlations, the following results can be interpreted:

- A significant positive relationship between internal communication and productivity of generation Z since it showed a Pearson Coefficient (0.607) and a significant level ($p=0.00<0.05$).
- A significant positive relationship between intrapersonal skills and productivity of generation Z since it showed a Pearson Coefficient (0.754) and a significant level ($p=0.00<0.05$).
- A significant positive relationship between leadership communication and productivity of generation Z since it showed a Pearson Coefficient (0.700) and a significant level ($p=0.00<0.05$).

- A significant positive relationship between engagement and productivity of generation Z since it showed a Pearson Coefficient (0.636) and a significant level ($p=0.00<0.05$).

Table 7. Regression Two, The mediating effect of Engagement

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.772 ^a	.626	.586	.01590		
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-.005	.009		-.606	.546
	Internal Communication	.153	.063	.122	2.433	.016
	Intrapersonal Communication	.288	.088	.283	3.274	.001
	Leadership Communication	.577	.080	.524	7.229	.000
	Engagement	-.551	.072	.127	-7.652	.003
a. Dependent Variable: Employee Productivity						

The above regression analysis had been conducted to test the relationship between the dependent and independent variables and the mediating effect of engagement. The variable internal communication scored a P-Value “0.016”, T-Test “2.433” and a B “0.122”. The variable intrapersonal communication score P-Value “0.001”, T-Test “3.274” and B “0.283”, and the variable leadership communication scored P-Value “0.000” and T-Test “7.229” and B “0.524”. The last variable is engagement scored a P-Value “0.003”, T-Test “7.652” and a B “0.127”

The model showed an r of 77.2% which means that the variables which affect employee productivity had been addressed in the research and that 22.8% of the variables had not been addressed in the model. As for the r^2 it scored 62.6% which means that the independent variables tend to impact employee productivity by 62.6% and that engagement mediates the relationship between the independent variables and employee productivity among Generation Z.

Generation Z Productivity = 0.546 + 0.122 internal communication + 0.283 intrapersonal communication + 0.524 leadership communication + 0.127 Engagement

This means that:

- For every one unit increase in internal communication, the employee productivity among generation Z tends to be impacted by 12.2%.
- For every one unit increase in intrapersonal communication, the employee productivity among generation Z tends to be impacted by 28.3%.
- For every one unit increase in leadership communication, the employee productivity among generation Z tends to be impacted by 52.4%.
- For every one unit increase in engagement, the employee productivity among generation Z tends to be impacted by 12.7%.

However, engagement tends to mediate the relationship between the independent variables and Generation Z productivity since the R increased from 63.2% in regression one to 77.2% in regression two after using engagement as a mediator.

Thus, the following hypotheses can be validated:

- H4: Engagement mediates positively the relationship between internal communication and employee productivity.
- H5: Engagement mediates positively the relationship between intrapersonal communication and employee productivity.
- H6: Engagement mediates positively the relationship between leadership communication and employee productivity.

To investigate the hypothesis, a mediation analysis was performed using PROCESS. The outcome variable was “Generation Z Productivity”. The predictor variables for the analysis were the independent variables “Internal Communication”, “Leadership Communication” and “Intrapersonal Communication”. The mediator variable evaluated for the analysis was “Engagement”. The interaction between “Internal Communication”, “Leadership Communication”, “Intrapersonal Communication” and “Engagement” was found statistically significant $B = .127$ and showed 95% Confidence Interval (0.03) at $p < 0.05$. The conditional effect of the independent variables on the Dependent Variable using engagement as a mediator showed 3.1% mediation from regression 1.

4.3.3. Regression Analysis Three: The Mediating Effect of Transparent Communication

Table 8. Pearson Correlations between Independent variables and dependent variables and mediator two

		Correlations				
		Internal Communication	Intrapersonal Skills	Leadership Communication	Transparent Communication	Productivity
Internal Communication	Pearson Correlation	1	.560**	.584**	.504**	.418**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	181	181	181	181	181
Intrapersonal Skills	Pearson Correlation	.560**	1	.593**	.642**	.524**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	181	181	181	181	181
Leadership Communication	Pearson Correlation	.584**	.593**	1	.585**	.565**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	181	181	181	181	181
Transparent Communication	Pearson Correlation	.504**	.642**	.585**	1	.595**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	181	181	181	181	181
Productivity	Pearson Correlation	.418**	.524**	.565**	.595**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	181	181	181	181	181

** . Correlation is significant at the 0.01 level (2-tailed).

Referring to the above Pearson Correlations, the following results can be interpreted:

- A significant positive relationship between internal communication and productivity of generation Z since it showed a Pearson Coefficient (0.418) and a significant level ($p=0.00<0.05$).
- A significant positive relationship between intrapersonal skills and productivity of generation Z since it showed a Pearson Coefficient (0.524) and a significant level ($p=0.00<0.05$).
- A significant positive relationship between leadership communication and productivity of generation Z since it showed a Pearson Coefficient (0.565) and a significant level ($p=0.00<0.05$).
- A significant positive relationship between engagement and productivity of generation Z since it showed a Pearson Coefficient (0.595) and a significant level ($p=0.00<0.05$).

Table 9. The Mediating Effect of Transparent Communication

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.778 ^a	.699	.590	.01583	

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.007	.009		-.729	.467
	Internal Communication	.166	.063	.132	2.625	.009
	Intrapersonal Communication	.273	.072	.268	3.816	.000
	Leadership Communication	.633	.090	.576	7.002	.000
	Transparent Communication	.632	.081	.585	-7.802	.012

a. Dependent Variable: Employee Productivity

The above regression analysis had been conducted to test the relationship between the dependent and independent variables and the mediating effect of transparent communication. The variable internal communication scored a p-value of “0.009”, T-Test “2.625” and a B “0.132”. The variable intrapersonal communication score p-value “0.000”, T-Test “3.816” and B “0.268”, and the variable leadership communication scored P-Value “0.000” and T-Test “7.002” and B “0.576”. The last variable is transparent communication scored a P-Value “0.012”, T-Test “7.802” and a B “0.585”

The model showed an r of 77.8% which means that the variables which affect employee productivity had been addressed in the research and that 22.2% of the variables had not been addressed in the model. As for the r², it scored 69.9% which means that the independent variables tend to impact employee productivity by 69.9% and that transparent communication mediates the relationship between the independent variables and employee productivity among Generation Z.

Thus, the following equation can be concluded:

- Generation Z Productivity = 0.467 + 0.132 internal communication + 0.268 intrapersonal communication + 0.576 leadership communication + 0.585 transparent communication.

This means that:

- For every one unit increase in internal communication, the employee productivity among generation Z tends to be impacted by 13.2%.
- For every one unit increase in intrapersonal communication, the employee productivity among generation Z tends to be impacted by 26.8%.
- For every one unit increase in leadership communication, the employee productivity among generation Z tends to be impacted by 57.6%.
- For every one unit increase in transparent communication, the employee productivity among generation Z tends to be impacted by 58.5%.

It can be noted that transparent communication among generation Z tends to impact more the productivity among employees since it scored R^2 higher than engagement variable.

Thus, the following hypothesis can be validated:

- H7: Transparent Communication mediates the relationship between internal communication and employee productivity.
- H8: Transparent Communication mediates the relationship between intrapersonal communication and employee productivity.
- H9: Transparent Communication mediates the relationship between leadership communication and employee productivity.

To investigate the hypothesis, a mediation analysis was performed using PROCESS. The outcome variable was "Generation Z Productivity". The predictor variables for the analysis were the independent variables "Internal Communication", "Leadership Communication" and "Intrapersonal Communication". The mediator variable evaluated for the analysis was "Transparent Communication". The interaction between "Internal Communication", "Leadership Communication" and "Intrapersonal Communication" and "Transparent Communication" was found statistically significant $B = .585$ and showed 95% Confidence Interval (0.012) at $P < 0.05$. The conditional effect of the independent variables on the Dependent Variable using transparent communication as a mediator showed 10.4% mediation from regression 1.

4.3.4. Summary Table

Table 10. Summary Table

Variable	P-Value	Beta	Correlation	R ²	Mediation	Validation
Internal Communication and Productivity	0.015	0.122	0.504	0.595	/	Validated
Intrapersonal Skills and Productivity	0.00	0.264	0.642	0.595	/	Validated
Leadership Communication and Productivity	0.00	0.524	0.585	0.595	/	Validated
Engagement mediates the relationship between independent and dependent variables	0.003	0.127	0.636	0.626	3.1%	Mediates the relationship between the independent variables and dependent variable by 3.1%
Transparent Communication mediates the relationship between independent and dependent variables	0.012	0.585	0.595	0.699	10.4%	Mediates the relationship between the independent variables and dependent variable by 10.4%

The above table represents a summary table that states that Internal communication had a b (0.122), and a ($p = 0.015 < 0.05$) which achieved a confidence interval of 95% and a Pearson Correlation of 0.504 and R² of 0.595 which means it affects direct productivity of Generation Z.

Intrapersonal Skills had a b (0.264), and a ($p = 0.000 < 0.05$) which achieved a confidence interval of 95% and a Pearson Correlation of 0.642 and r² of 0.595 which means it affects the direct productivity of Generation Z.

Leadership Communication had a b (0.524), and a ($p = 0.000 < 0.05$) which achieved a confidence interval of 95% and a Pearson Correlation of 0.585 and r² of 0.595 which means it affects the direct productivity of Generation Z.

The engagement had a b (0.127), and a ($p = 0.003 < 0.05$) which achieved a confidence interval of 95% and a Pearson Correlation of 0.636 and r² of 0.626 which means it positively mediates the relationship between the Independent Variables and the Dependent Variable by 3.1%.

Transparent Communication had a b (0.585), and a ($p = 0.012 < 0.05$) which achieved a confidence interval of 95%, and a Pearson Correlation of 0.595 and r² of 0.699 which means it positively mediates the relationship between the Independent Variables and the Dependent Variable by 10.4%.

4.4. Structure Equation Model

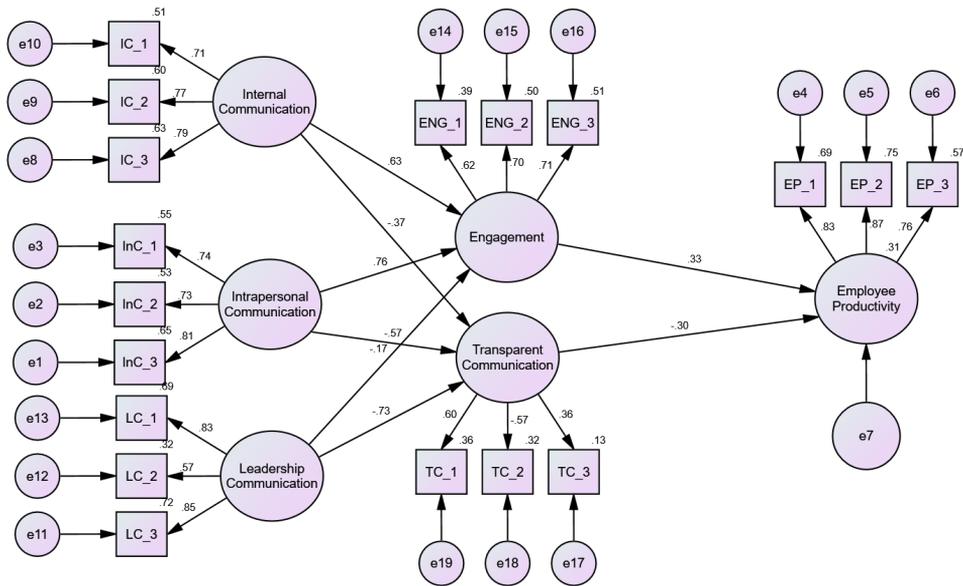


Figure 1. Structure Equation Model

Referring to the above structure equation model:

- It can be noted that internal communication tends to impact engagement by 0.63 units and engagement tend to impact employee productivity by 0.33 units.
- It can be noted that internal communication tends to impact transparent communication by 0.37 units and transparent communication tend to impact employee productivity by 0.33 units.
- It can be noted that intrapersonal communication tends to impact engagement by 0.76 units and engagement tend to impact employee productivity by 0.33 units.
- It can be noted that intrapersonal communication tends to impact transparent communication by 0.57 units and transparent communication tend to impact employee productivity by 0.33 units.
- It can be noted that leadership communication tends to impact engagement by 0.17 units and engagement tend to impact employee productivity by 0.33 units.
- It can be noted that leadership communication tends to impact transparent communication by 0.73 units and transparent communication tend to impact employee productivity by 0.33 units.

5. DISCUSSION

As anticipated, the quantitative study revealed a connection between Generation Z employee engagement levels and leaders' willingness to talk freely. There was a strong correlation discovered between employee happiness and leadership openness in the research.

It was shown that the level of employee engagement among Generation Z is correlated with leadership's willingness to communicate freely. There are numerous ways to distinguish Generation Z from previous generations. Typically, Generation Z is described as big technology users that place a high emphasis on online communication, entrepreneurship, and innovation.

Influencing employees' value systems while also maintaining transparent leadership communication were two of the most challenging tasks faced by corporate executives. Leaders found a way to balance this problem with Generation Z's unique traits when they enter the workforce.

5.1. Internal Communication and Generation Z Productivity

According to the findings of this study, there is a strong correlation between employee happiness and management's willingness to communicate freely. An engaged workforce is more attentive, absorbed, and involved as a result of its members' high level of job satisfaction. Researchers have defined workplace happiness as the sum of the efforts made by employees in three distinct relationships: the first is with their employer, the second is with their supervisor, and the third is with their colleagues. There appears to be a correlation between happiness and relationships that involve social contact and communication. Open and honest communication between the CEO and the rest of the company's workers may boost organizational effectiveness. This shows the connection between the willingness of management to interact freely with Generation Z and employee happiness

5.2. Intrapersonal Communication and Generation Z Productivity

Employees' perceptions of control reciprocity and their manager's openness have been found to be linked with each other. Control mutuality refers to how much agreement there is among the parties on who has the legal right to influence the other party. Moderately involved employees may be able to express themselves more fully on the job if they take on a role. Realism and awareness of economic and global limitations on personal and professional ambitions are two of Generation Z's defining characteristics. They are also keenly aware that many elements of their lives are beyond their control. Those who perceive a relationship in which partners share goals, plans, ideas, and viewpoints are more likely to feel pleasant feelings and have high expectations of a strong connection.

5.3. Leadership Communication and Generation Z Employee Productivity

Open leadership communication has been shown to be associated with trust, according to the findings of this study. According to the study's regression analysis summary, the Beta value of trust correlates significantly with open leadership communication. According to the findings, effective working relationships built on trust need open and honest communication between leaders and workers.

Now more than ever, companies are seeking individuals who can keep up with the fast pace of change. This includes people with skills such as critical thinking and problem-solving ability. Because of their regular Internet usage, they are better at surface learning than deep problem solving, and when you include their attention span of just eight seconds, it's clear that they couldn't achieve this standard.

To be creative, one must utilize their imagination to create something new out of what is already there. About 40% of Generation Z members say they have high levels of creativity and are intending to create something that would alter the course of human history. They may believe they are creative, but this may not be the case since their desire to be such may be unfounded. As a result of the recent removal of topics like art or philosophy, which are closely tied to creativity, from school and college curricula in their instance, creativity was not taught or encouraged, even though students and instructors alike feel that creativity education is critically important. It's possible their desire to be creative is just a fantasy.

Employers and managers that want to recruit Generation Z must prioritize emotional intelligence. Due to their exposure to social and emotional learning programs in schools, they have high levels of empathy and compassion, as well as improved emotional competence, attitudes, and behaviors. They have already been schooled. However, since they interact mostly through digital technology and in short bursts, they risk being obnoxious and condescending in their communication. Because they have a short attention span and are under a lot of stress, they may send messages without fully considering their format and substance, leading to rudeness and unreasonable demands.

In the job, it's critical to have social intelligence as well. One refers to self-understanding and behavior monitoring, while the other refers to the capacity to comprehend and cooperate better with other people's ideas and emotions. Employers and supervisors are going to place a high value on this talent. Gen Z, on the other hand, lacked high social intelligence abilities when compared to other generations, particularly because they are used to communicating with friends and other people primarily via digital media and not face-to-face, and therefore spend less time practicing socializing in person. As a result of being so immersed in the social media world, they often lack the ability to form genuine interpersonal connections with others. 'Generation Z tend to have less ability to read and understand the emotions expressed by others because online communication does not directly convey them,

making it difficult to naturally relate with them and successfully collaborate with colleagues at work. They will therefore have to learn social skills on the job to compensate for their lack of them.

Companies seek people with scientific forms of prior experience such as volunteer work and other extracurricular activities as well as leadership responsibilities. This extremely irrational self-evaluation of their actual leadership skills may hinder people from seeking and using education and training chances in this field since they think that they already excel at these abilities is a clear example of the well-attested 'Dunning Kruger Effect.' It's possible that this scenario will have a negative impact on the quality of future leaders and managers in all companies, especially those recruited from Generation Z.

5.4. Engagement mediates the relationship among Generation Z Productivity

Long-term business relationships are important to Generation Z, and they want to keep and build them.” This may be a better alternative or at least you can prefer “build” instead of “grow according to a correlation between employee dedication and open communication from company executives. People that interact with Generation Z should expect to be honest and trustworthy. Executives seeking to engage with Millennials and Generation Z must focus on this area, making the study's results even more critical.

For Generation Z, self-learning is very important, and they prefer learning that is self-directed and autonomous. Graduate students are required to do internships as part of their degree program, demonstrating an understanding of the need of bringing practical skills to their new full-time jobs. As the first generation born in the digital age, they are well-versed in the skills necessary for their professions and understand the need of lifelong learning in order to stay abreast of technological advancements. However, they are eager to learn new abilities, and they want their new company to provide them with the required training so that they may begin contributing immediately after their start date.

Participant have answered that companies should invest in their learning when asked what kind of information they would want to get during onboarding. E-learning or classroom instruction are both viable options. Our ability to take on new challenges increases as we get better equipped with new tools, procedures, and technology. Once we get the knowledge we need, we don't want to be reliant on anybody else and instead want to work on our own. In order to improve soft skills such as communication and cooperation as well as to mentor and coach others, it is necessary to provide additional assistance. It is better for them to work as a team since they like to be hands-on than to sit through a lecture. As a result, businesses must adjust their learning methods to Generation Z's preferences for self-paced learning, give hands-on experience, and be at ease with this mobile workforce.

Furthermore, they prefer virtual collaboration to offline meetings and will only participate in teamwork if it is absolutely necessary.

According to the findings, Generation Z values independence at work and does not want to be reliant on coworkers or team members; as a result, they want to be well-informed about their jobs. They don't know what the future holds, and one participant was eager to point out that they want to be part of a company that offers training. It's important to have steady employment, and in the current uncertain economic climate, it's even more so. We were informed that learning and development aren't as important in smaller companies. I want to be a part of a company that promotes learning and gives employees the chance to develop skills beyond those needed for their jobs. Conversations with the responder are consistent with prior research. The study found that chances for learning and professional growth are a motivating element in the workplace for Generation Z workers. Continuous learning is seen as an important skill for professional development and success; therefore, companies must concentrate on offering learning opportunities.

5.5. Transparent Communication mediates the relationship among Generation Z Productivity

It is possible that communication-enabled leaders and employees have critical conversations about crucial topics. When it came to job satisfaction and mutual control, the research found a significant correlation between engaged employees and open communication from leaders. Between employee trust and corporate commitment, there was a significant link. In order to have a good working relationship with Generation Z employees, a company's executives must be open and honest with them.

Engagement comes and goes for workers, with the degree of satisfaction with one's job and with others determining whether one enters or exits engagement. According to the findings of this study, effective leadership communication is critical for promoting employee engagement and well-being at work. Many positive outcomes for a company have been related to a company's capacity to communicate freely. Workers with a moderate degree of commitment may create their authentic representations of themselves in their work duties when they inhabit a job. Shared knowledge, employee engagement, and balanced communication are more likely to win the trust of their employees and improve performance for businesses. Leaders that incorporate their teams in the formulation of business strategy get the benefits of engaged employees. In order to engage Generation Z, leaders and employees should communicate openly about critical problems.

Texting and instant messaging have overtaken phone calls and emails as the preferred method of communication for people. When it comes to creating trust with Generation Z, leaders must use open leadership communication to establish trustworthy, efficient, and effective methods of interaction. Researchers polled

potential participants about how they wanted to receive information from their organization, including updates on strategy and tactics. Email, face-to-face engagement, all-employee meetings, and information directly from management were favored organizational communication methods among Generation Z members.

Print communication alternatives included memos, reports, and policy manuals or posters as well as e-mail, text messages, phone calls, and voicemail, as well as corporate websites, intranets, social media, and in-person meetings with all employees. There are many methods to communicate inside an organization, and these are among the most frequent. E-mail, rather than social media, is the preferred digital channel for receiving information about new company decisions, policies, strategies, and goals.

In spite of the common perception that Generation Z is unable to operate without the use of social media, just 10% of Generation Z employees reported utilizing social media to get information about new business choices, policies, plans, and changes as their favorite communication strategy. The usage of social media dominates Generation Z's personal lives, but more understanding is needed on how to effectively use social media to engage Generation Z with regard to business information.

In order for stakeholders to participate and hold leaders accountable for their actions, organizations must have open leadership communication. It seems that Generation Z likes to acquire information from leaders through certain online modalities, such as social media. Executives may accurately and directly communicate with Generation Z about business strategy by using e-mail. Involving employees in strategic planning has been proven to boost morale. Even today, effective email communication techniques are critical to the efficient running of any business. An organization's transparency commitment has been proven to be enhanced by transformative leadership imbued with participative, visionary, and compelling communication output. Millennials and Generation Z prefer face-to-face contact because it increases productivity. Additionally, individuals were asked to select their top three choices for how they want to be notified about business decisions and rules as they had changed. An open and honest communication system for leaders that includes face-to-face participation from Generation Z will be crucial as a new generation takes root in the workplace. This study found that this is important as a new generation takes root.

Leaders should utilize a variety of communication channels to reach Generation Z, including e-mail distribution and face-to-face interaction modes, according to best practices. Line managers are middle-level managers who are responsible for communicating business objectives and developments to their direct reports. They are the most trustworthy sources of information for employees. According to managers, a company's communication culture should be multi-layered. Although

Generation Z is receptive to honest leadership communication, businesses must be aggressive in their approach to the communication war if they want to engage them. Additionally, an optimistic employee perception may lead to supportive behaviors such as creating a sense of belonging and engagement with employees.

According to the findings of this study, interacting with employees in a variety of methods may lead to higher expectations of a long-term effective partnership. Seeing a collaboration where partners share ideas, suggestions, and viewpoints increases stakeholder confidence and control.

6. IMPLICATIONS AND LIMITATIONS

6.1. Theoretical implications

Only a few hypotheses are fully validated based on final results, suggesting that statistical analysis hasn't fully verified hypotheses generated from literature study findings. There are problems constructing assumptions from scientific articles that just provide the overall relevance of dimension and do not discuss their relative value in attracting future generations, thus this finding may be interpreted as follows: Intriguingly, this research met the research goals and showed what factors new generations in the Portuguese corporate sector prioritize when assessing job prospects. With this study, a seven-dimensional scale was created, validated, and may be used in future studies to check its structural validity and make comparisons between different results.

6.2. Practical implications

In light of the findings of this study, young people and their elders will have a better understanding of their own unique characteristics, context, and preferences. Business organizations hoping to attract the next generation can also work on improving the aforementioned organizational characteristics. When reading about a particular generation, don't assume that what you read applies to the whole group. However, the results were inconclusive for younger Lebanese generations as a whole, thus the suggestions that follow should only be utilized as a launching point for further research. Because of this, consider these thoughts.

6.2.1. Conditions that attract young people in general to an organization

Assuring that the workplace is well-equipped with good facilities, furnishings, supporting materials, and gear may assist improve safety and security. Improving organizational features by facilitating greater communication and cooperation between managers and employees as well as among coworkers will lead to higher performance in the workplace.

Provide organizational flexibility to improve organizational features while increasing the variety of tasks and activities. Make sure to include your employees in important projects and events to demonstrate how much you appreciate what they bring to the table. Being open and honest with employees about their performance

and where they may improve their job can help the organization's feedback and self-expression qualities. It's also critical for them to have a close relationship with a mentor or coach. This individual may be in charge of supervising and guiding the work of others, while also setting deadlines, giving instructions, and assessing progress.

Examples of CSR that benefit the community while simultaneously benefiting the environment include humanitarian causes, charitable contributions, community development investments, and collaboration with non-governmental organizations (with environmentally conscious investments, pollution prevention, ecological initiatives and practices focusing on sustainable growth for future generations).

6.3. Limitations

Despite the fact that this study contributes to the current body of knowledge while also providing a complete picture of the issues under investigation, there are certain disadvantages to be aware of. To begin, due to time limitations, the research could only use a questionnaire method. This could lead to a respondent's social desirability bias when "people feel social pressure to respond in research with answers that they believe to be socially acceptable," as might be the case with answers related to financial incentives or other organizational features. Other techniques such as conducting interviews or gathering observational data should be investigated by researchers in future studies to get more precise information.

My first sample consisted of individuals I knew from different social networking sites like Facebook and LinkedIn, as well as folks with whom I had emailed or spoken on the phone. The results of the questionnaire reflect this, including the percentage of students, study level, and universities visited; the subject of study; the respondents' age; and their home area. These are all factors. It is recommended that future studies use a larger sample size. Due to the small sample size (181), generalizations regarding young individuals in Lebanon's business sector are problematic. A low degree of reliability may be the result of this. In order to preserve current information and prevent the usage of outdated data, time limitations for data collection forced this restriction. Future studies should, however, make use of larger samples.

It is recommended for researchers to include fewer subjective questions in future surveys in order to obtain findings that are more reliable. According to research findings, future research may investigate how significant a person's job title or how frequently they visit a specific college or institution are in different situations. Numerous other issues are still unresolved, such as how to attract younger generations to economic sectors other than the conventional ones.

People are adaptable and may react in different ways depending on a number of situations, such as where they are in life or what they are doing at the moment, thus researchers may be able to observe if young generations' preferences for

organizations change throughout the course of their lives. While time constraints prevented me from doing so in this research, it's an interesting question worth exploring more in the future.

7. SUGGESTIONS FOR FURTHER RESEARCH

Higher levels of employee engagement have been shown to be linked with open and honest communication from the top. Although our study showed strong links between Generation Z employee engagement and open leadership communication, a larger, more diverse sample may give more accurate findings. Each one of the survey's respondents has been chosen at random from a list of Lebanese retail businesses. Incorporating a larger number of individuals or people from other areas of the nation into the study's respondent pool may assist verify the study's applicability to learn more about employee engagement motivation, qualitative research may be conducted with generation Z. While quantitative research is better at describing the structure of an issue, qualitative research, according to experts, is better at addressing the development or progress of respondents' thinking and understanding about a topic.

7.1. Challenges to deal with future researchers

HR professionals, executives, and businesses must all be ready to face the challenges posed by the digital generation Z, which will show professional needs in the near future. In terms of recommendations, these are the writers' top three:

- Communication models for generation Z should be adapted, social manifestations monitored, motivating elements, and cognitive and behavioral characteristics taken into account by businesses. It would be helpful to have technologies in place that allow for remote participation while performing staff searches and choices. Incorporate this into the digital culture of the business.
- Managing "multi-generations" in the digital age requires rethinking corporate values. They have altered their expectations and embraced motivational factors such as a convenient location and the ability to work online and at an appropriate time as well as the amount of money paid and the career opportunities. This is because applicants' expectations have changed.
- The usage of time-saving technologies is critical when vetting potential employees to fill open positions. Identify and automate, roboticized, and digitalize those personnel systems that need it in order to move human operations into the digital world faster. This can't be overstated. In the long run, the costs of buying new gear will be covered by the benefits of digital recruitment.

In order to correctly evaluate primary information about a candidate from many sources, test material during candidate selection, and training during young

specialist adaptation, machine algorithms must be used. The digital recruitment system's automation of service and information operations allows for fast expansion in the workforce. We should pay attention to generation Z members' perspectives on the necessity for training platforms throughout the adaption period of employment in businesses.

To be aware of future young experts' professional capabilities, company leaders should keep an eye on how higher education is developing in this digital era. This will offer them a temporary edge in adjusting their personnel strategy to shifting labor market needs. To summarize, digital revolution has made the human services industry more dynamic and diverse. Consider how Russian business is starting to use information technologies like software development for data processing and storage, as well as introduction of video formats like resumes, HR-bots and robots, which are comparable to western practices. Due to the high costs of these technologies, they are only accessible to large Russian or global corporations. Human resources experts will be in more demand in the next years, according to current predictions.

In the next five to ten years, experts predict that digital skills will be required for specialists in every field and position; artificial intelligence will be used for employee analysis and training, and recruitment agencies and businesses will be able to use virtual and augmented reality technologies. In the workplace, these are the kinds of tools and technology that will need to be researched and utilized more.

7.2. Digital Communication and Generation Z

Generation Z is expected to have a close relationship with the leader because of their personality traits. An employee's desire to advocate for his or her employer increases when the CEO and other top executives have a direct impact on his or her perceptions of information satisfaction and their readiness to support the business. Because of the blurring of communication hierarchies created by digital platforms, CEOs may now engage with their employees in a more real, informal manner, according to specialists in the field. According to research, generation Z is both optimistic and acutely aware of the economic and global limitations of their own and other people's personal and career ambitions. This understanding suggests that honest, direct communication will be well-received in this generation's quest to chart their futures.

People of the Millennial age are particularly concerned with issues of equality and diversity. The perspective of generation Z is seen through the lens of technological advancement. Instead of isolating themselves from the outside world as past generations have done, this new generation of digital natives utilizes technology to connect with it. Generation Z uses smartphones to build a sense of belonging, become involved in their environment, and have their views heard. Millennials and gen Z are the most ethnically and culturally diverse generation in Lebanon, making them more sensitive to messages that represent their own distinct points of

view and more willing to engage and communicate with individuals from different backgrounds.

They mostly use text and instant messaging to share information, which takes considerably less time than traditional methods such as phone calls or emails. Many people believe that generation Z is completely reliant on social media to communicate and have labeled them as technologically illiterate. Generation Z communicates more quickly and succinctly than prior generations because of their rapid-fire speaking style and short bursts of information.

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Biography- Khodor Shatila

He was born in Switzerland. He completed his primary, secondary, and high school education in Lebanon, his undergraduate education at Arts and Sciences University in Lebanon in 2013, and his master's degree at Sagesse University, Department of Business Administration. He is also the founder of IProCares International Research Center. He has many international papers, conferences, and book chapters published in international publishing houses. He worked as a referee in many international journals.

Biography- Suha Jalloul

She was born in Beirut, Lebanon. She completed her primary, secondary, and high school education at Amjad High School in Lebanon and ranked 10th in the baccalaureate official exams. Her undergraduate education was at Beirut Arab University in Lebanon, BA of Accounting, with a CGPA of 3.93, and her master's degree at Lebanese American University with a CGPA of 3.97 Department of Business Administration. She works as a Graduate Assistant at the Lebanese American University of Beirut, and she had been awarded the CPA after passing the 4 exams.

CHAPTER-10

Z GENERATION IN INDUSTRY SECTOR

Bihter Mezili

- ❖ Adana Alparslan Türkeş Science and Technology University
- ❖ 0000-0002-5796-253X
- ❖ mezilibihter@gmail.com

Z GENERATION IN THE INDUSTRY SECTOR

INTRODUCTION

Every business in the industry wants to carry its existence into the future. The most important issue for this is the human factor. For this reason, the concept of a generation has come to the fore. Businesses hold differences in terms of human resources, that is, there are people from different generations within the business and different generations share the same business environment in various hierarchies. These generational differences have been an issue that has attracted attention recently. The business world no longer continues with traditional management processes. Developing technology, economic, political, and cultural changes have made it a reality for businesses to update and review their management styles, processes, equipment, and human resources activities. The most important of the updates required to create a good working environment: It is necessary to manage people from different generations in harmony, to adapt the workplace to the diversity of generations, to provide working conditions that will positively affect the younger generations, and to retain new talents.

Analyzing the statistical data, it is predicted that the young generation of employees will have a very important majority in the business world in the near future in Türkiye. This can be cited as one of the main reasons for the increasing interest in intergenerational differences. For example, according to the 2020 data of the Turkish Statistical Institute, it is stated that individuals between the ages of 23-24 constitute approximately 20% of the population among the 83 million population, and it is revealed that the new generation is very important for Turkish business life (TUIK, 2020).

In the Dictionary of Philosophy Terms of the Turkish Language Institution, the concept of “generation” is defined as those who were born in similar years, have the conditions of the same age, therefore have similar troubles and destinies, are responsible for similar duties, and have common experiences who have lived through the same political events (TDK, 2019a). The generation classification today is Traditionalists, Baby Boomers, Generation X, Generation Y, Generation Z, and Generation Alpha. In fact, businesses currently have very few Traditionalists, few Baby Boomers, and Generation X and Generation Y employees. Since the members of generation Z are in their 20s, most of this generation started their working life with internship opportunities, and some of them have just started working.

According to the data of the Turkish Statistical Institute (TUIK, 2014), the workforce population was 29 million 276 thousand people in 2014. 13 million 742 thousand of this number are between the ages of 15-and 34. This means that generation 2000 constitutes 47% of the total workforce. In other words, generation Z individuals, who will graduate from universities in a few years and change the dynamics of business life, will form the working, producing, and managerial segment

of the 21st century; will play an important role in its development and construction. For this reason, today's businesses have to employ Z generation employees more and more every day. For this, it is necessary to better know the people of the Z generation.

To briefly define the Z generation, it is the generation that is generally believed to have been born between 1995 and 2010. This generation also called the internet generation, coexists with new technological opportunities and communication facilities. Based on the authority given by technology, they contain the ability to think quickly and analytically. This technology factor mentioned is the most important factor that plays a role in the separation of generation Z from other generations. This generation, which does not like the restriction of their freedom, never wants teamwork. Individuals of this generation have such a high level of self-confidence that they do not believe there is anything they cannot achieve. Nothing is impossible for them.

Due to the relationship of Z generation people with technology, their expectations for working life differ from other generations. This generation, which can positively affect business life and society if it is approached tolerantly, has become the most important asset that businesses need, especially because they could develop their skills rapidly with the great effect of technology and have the majority that will determine the future of companies. For this reason, it is necessary to know the Z generation well and to determine its values related to working life.

This study, it is aimed to provide better recognition of the z generation, which is the new direction of the industry, and thus to determine the values of the Z generation employees. For this, first of all, the studies on generation Z were examined, then the generation phenomenon was mentioned, the definitions of the generations were made, and the personal characteristics of the generations were compared. Then, the place of different generations in the industry was mentioned, and lastly, the values of the Z generation and its place in the industry were explained and their differences in business life with other generations were compared.

1. GENERATIONAL PHENOMENON

In order to create a good work environment, it is necessary to manage people from different generations in harmony and to ensure maximum integrity from each generation. For this, it is necessary to understand what the generation phenomenon is and to know the generations fully. For this reason, in this section, the concept of generation, short definitions, and characteristics of generations are included.

1.1. Generation Concept

When the historical development of generation perception is examined, it has been observed that different definitions are made between disciplines. The most general one among these definitions is: According to the glossary of generational

sociology terms, it is the set of individuals constituting an average age group of twenty-five to thirty years. Jean-Claude Lagree (1991, Cited by Latif & Serbest, 2014) defined the concept of generation as communities that lived in the same historical period and were affected by the same event.

To summarize based on the definitions, the groups formed by individuals living in the same periods and having common characteristics are called generations. As can be understood from the definitions, each generation has its own unique features, value judgments, strengths, and weaknesses, with their way of perceiving life, their upbringing, and different communication styles. These differences are reflected in the characters, working, and social lives of the generations.

According to the Turkish Language Association (TDK, 2019b) generation is defined as “a group of people who were born in approximately the same years, shared the conditions of the same age, therefore similar troubles and destinies, and was responsible for similar duties”.

1.1.1. Generation of Traditionalists

Individuals born before 1945 are called the “Traditionalist Generation”. This generation is also referred to as the “Silent Generation” or the “Loyal Generation”. The definition of the silent generation comes from an article published in “Time” magazine in the 1950s. Moreover, when it is analyzed the silent generation in Türkiye between 1900 and 1945, the events experienced/witnessed by individuals, the traditionalist generation is also called the “generation of great change”, “the first war generation”, the “hope generation”, the “depression generation” and the “second war generation” (Erden Ayhün, 2013).

These individuals living in the mentioned time period have experienced many different political events even in 45 years. The members of this generation have been exposed to living conditions such as economic troubles, famine and unemployment, and inadequate education, which are the negative effects of these political events around the world. Even after the war, they could not get over the effects of the war and continued their lives as a generation that was worried about the future.

It can be said that this generation is the last generation that helps to transfer individual family traditions as well as forming the oldest members of our age. That’s why they want to be respected. Since the living standards of individuals who have seen this period are quite inadequate compared to today, the concepts of work and security have become a struggle in life for them and have caused them to be reluctant to take risks, but these great events have made them experienced, practical intelligence, prudent, frugal, and unique. become individuals who are sources of information. The individuals of this generation are disciplined, stable, and slow adapting to technology, which correlates seniority with age, who have difficulties in making decisions. Since they are not good with technology, they tend to read the necessary information from paper. When the TUIK data are examined, this

generation is estimated to constitute approximately 5% of our population (TUIK, 2018).

1.1.2. Generation of Baby Boomers

The Baby Boomer Generation constitutes a large part of the world's population in developed countries and this generation consists of people born between 1946 and 1964. The 1 billion babies born in the years of the "population explosion" right after the Second World War are called "Baby Boomers", "Cold War Age Children" or the "Sandwich Generation". The generation also witnessed the 1959 Cuban Revolution and the 1960 Vietnam War. The generation that bears the effects of these political events is in the struggle against all kinds of discrimination and war and has a high sensitivity to the environment. The Baby Boomer generation left their mark on history with their large populations, big egos, and workaholic attitudes. While determining the boundaries and characteristics of this generation, the political, political, and economic structures of the period, as well as the differences between countries and cultures were taken into consideration. Accordingly, it can be said that the generation generally has conscious families, grew up in safe schools and job security in the post-war period, and grew up as optimistic, hardworking, harmonious, idealistic, and honest individuals. It is also a generation in which the feeling of longing for goods and services predominates (Kavak, 2020).

In the generation studies, the members of the Baby Boomer generation are called the television generation. This generation, which is far from technology, can be defined as the generation of people born in the years of the world's human rights movements, the golden age of radio, and Türkiye's revolution. These individuals, who have a conservative stance, are introverted, prescriptive, and emotional, and have a high sense of loyalty. Although the majority of the Turkish Grand National Assembly is made up of this generation, they also make up 19% of the population of Türkiye (Adıgüzel et al., 2014).

1.1.3. Generation X

Generation X is a basic generation that includes people born between 1965 and 1980. Since there is not much information and examination about them, they took the name "X", which means unknown mathematically. Generation X has been under the polarized political influence of the 68 generation, who lived in the youth of the Baby Boomer generation before them. In addition, they experienced the 1980 Military Coup in the history of Türkiye and were affected by the conflicts between the right and left. For this reason, they are wary of authority. The generation between these major political events is known as the "Transitional Generation" in terms of social foundations and the "Lost Generation" in terms of severe political conditions. The generation represents the period in which most of the economic, political, and social crises are experienced in the world (Çetiner, 2014: 17).

The internal and external turmoil experienced in their period caused the X generation to grow up in a society of anxiety and fear compared to other generations. Although they are not as loyal to their values and politics as their parents, they are socially sensitive, people are more independent, more technically skilled, and more confident. Because they are passionate about a high standard of life, they prefer to secure their own future and focus more on making money. The fact that the first personal computer sales are in this generation period shows that the founders of new technology companies are composed of this age generation and this generation constitutes the infrastructure of the developing technology habits. For example, ‘domestic-made’ washing machines, Schaub Lorenz TVs, and Music Cassettes were released in their era (Taş & Kaçar, 2019).

1.1.4. Generation Y

Generation Y includes individuals born between 1980 and 1995. The name of the Y generation comes from the English word “WHY” as they are people who constantly question and criticize the responsibilities placed on them. They are also referred to as the ‘Millennial Generation’ and ‘Digital Generation’ due to their intense relationship with technology. This generation has the distinction of being the first generation to grow up with the appeal of digital media. It is a generation known to be racially diverse and technologically intelligent (Aksu & Doğan, 2020).

Y generation individuals are individuals who want to have a high standard of living, are overly fond of their freedom and entertainment, are overconfident, selfish, love to live comfortably, have an entrepreneurial spirit, and have low loyalty. However, these individuals describe themselves as fun, creative, able to overcome all difficulties, and intelligent. Members of the generation thrive when there are continuous learning opportunities and immediate feedback.

For this generation, technology is the symbol of many things in their lives, and this is one of the issues where the Y generation is superior to the X generation. They can adapt very quickly to changing concepts, new ideas, and developing technology. Contrary to the economic depression and wars experienced in previous years, the individuals of this generation grew up in a more comfortable environment. For this reason, they get bored easily with their work and they are the generation with the weakest sense of loyalty. According to the data, 35% of our country, that is, 27 million, consists of the young Y generation (Açık Bilim, 2013).

1.1.5. Generation Z

Although different dates are stated in the literature regarding the time of birth of the Z generation, it is generally believed that he was born between the years 1995- and 2010. This generation is also called the “Internet Generation” and the “Next Generation”. Social media constitutes the most important agenda of this generation, which is intertwined with the Internet. With the introduction of the internet network

into business life, shopping via e-commerce is very common. They also have a fascination with big brands (Kavak, 2020).

The young people who make up this generation form a newly defined generation. The reason why we say new should be born in the age of technology and information. These technological developments have differentiated the personal characteristics of the Z generation from the previous generations. For this reason, the internet is indispensable for them, and they are the luckiest generation in accessing information. However, the convenience and possibilities brought about by technology have affected the personality structure of this generation, causing them to want to lead a more impatient and effortless life, to be easily distracted, and to feel the need to be protected against risks.

The defining events of the generation; are terrorism, heroism, patriotism, the globalizing world, and smartphones. This generation, who grew up with an iPad instead of a toy, prefers to socialize over the internet. Since they are too busy with the Internet, their ability to deal with more than one subject at the same time has also developed. The most important feature that makes the 2000 generation different from other generations is that they are argumentative and curious. This generation, who likes to ask the question “why”, is determined not to bow to authority (Taş et al., 2017).

The parents of this generation are very different from the previous generation because the majority of them are educated, working, and therefore conscious parents and take an active role in ensuring that their children can grow up in good conditions, receive a good education, and be safe. However, this situation has caused the children to be raised under extreme protection and in very close relationships. For this reason, this generation is the generation that has been exposed to a lot of stress and pressure. Although this situation caused individuals to feel the need to be protected against risk, it also caused them to have a desire for work and non-work life balance and to obey rules and authority more easily than their parents. In addition, thanks to the involvement of the parents, the rate of continuing and completing university is the highest among the generations to date. According to the results of the Address Based Population Registration System, as of the end of 2020, the total population of Türkiye was 83 million 614 thousand 362 people, while the Z Generation population was 12 million 893 thousand 750 people. Accordingly, the young population constitutes 15.4% of the total population (TUIK, 2021).

1.1.6. Generation Alpha

The Alpha Generation comes after the Z Generation and is the last generation to be named in the world. The Alpha Generation takes its name from the first letter of the Greek alphabet, so in a sense, they become a new world generation where everything is reset. In the literature, children who started to be born in 2010 and continue to be born are called Alpha Generation. The oldest members of this

generation are 11 years old, while the youngest members are just born. According to statistics, around 2,5 million Alphas are born worldwide every week, and they are growing up with iPads and smartphones in their hands (Tarcan, 2021).

Although Alpha Generation's being so intertwined with technology will make their lives much easier in the future, looking at the screen too much may cause some parts of the brain to not develop. However, it is said by experts that it is not good for them to detach them from technology because it is harmful to health and will cause them to fall behind their age. It is estimated that by 2025, there will be 2 billion Alpha generations in the world, and this generation will be the richest, most educated, and most technologically savvy group in history (Özbek, 2021).

In order to easily understand the differences between the generations whose characteristics are described; the personal characteristics of these generations are compared in Table 3.1. Since the characteristics of alpha generation have just been determined, this generation is not included in the table.

Table 3.1. Characteristics of Generations

Generation of Traditionalists	Generation of Baby Boomers	Generation of X	Generation of Y	Generation of Z
They have self-confidence.	They have reserved personalities.	They have sensitive but reserved personalities.	They have very high self-confidence.	They are self-confident and enterprising.
They are opinionated.	They are opinionated.	It can be said that they are opinionated.	They want to have a high standard of living.	They always want better.
They attach great importance to the discipline.	They care about discipline.	They like discipline.	They are very fond of their freedom.	They like to be free.
They are not very fond of having fun.	They are not very fond of having fun.	They like fun.	They are social and fun	Fun and game are essential for them.
They are very patient.	They are patient.	They are patient.	It can be said that they are impatient.	They are very hasty and impatient.
They are not interested in social media.	They are not very interested in social media.	Trying to adapt to social media	They actively use social media.	Social media is essential for them.

Source: Ülker (2013:3).

2. LITERATURE REVIEW

The first members of generation Z have entered working life in recent years. For this reason, studies in the literature are limited as this generation's behavior in social and business life has just begun to be investigated. In this section, studies on the place of generation Z in working life in Türkiye and abroad are summarized in a way that reflects at least some of these developments in the process until today.

Working women of the Z generation attach more importance to work values than the working men of the Z generation. However, generation Z employees are open to development, give importance to motivation, want to gather strength in the working environment, have high career goals, spend their free time in the business environment, engage in activities in virtual environments, and want to balance work and life (Kavak, 2020).

In a study (Sánchez-Hernández et al., 2019), which presents new information about the power, preferences, and demands of new generations in the workplace, it is discussed that the work environment affects the work-life balance emerging in working relationships and the preferences of new generations in the workplace. Compared to other generations using a weighted index. As a result, Millennials and Gen Z demand a good working environment, especially job flexibility, with factors related to the promotion of a suitable WLB. To attract this new talent, companies are encouraged to disclose their business practices online. Designing advanced WLB programs can also be beneficial for improving personal well-being, health, and organizational development in the workplace.

Since Z Generation individuals are members of the technology age, modern and technologically designed working environments, and equipped tools and equipment in this environment will benefit them to work more efficiently and show active performance. In this context, business processes should be supported by technology and should be designed away from bureaucracy. In addition, it will be necessary to define and create flexible systems and environments that will respond to the individualized demands of employees with an increased “I” focus (Taş et al., 2017).

A fifty-item questionnaire was developed and distributed among Latvian students in order to achieve the aim of the study, which aims to analyze the importance of young workers’ values today and in the five-year period. According to the surveys, the most important factor in the workplace for the Generation Z employees is the values they combine. The second factor consists of values related to the working environment. The third includes values that can be summarized as motivation. The fourth factor can be explained as competitiveness, the fifth factor is related to a comfortable existence. But if we talk about values that will be important for future students, the situation is different. In this case, the first factor includes items related to professional development. The second factor includes the values of personal characteristics (Titko et al., 2020).

Research through surveys to uncover what it means for managers to lead Generations Y and Z, and what challenges arise when the two generations collaborate with each other and with older generations, the central question is how to approach the next generation from an HR standpoint. According to the research, it is necessary to change the existing HR activities for the organization to exist with the requirements of the new generation. These changes primarily affect the

development of communication, motivation, and corporate culture. For HR professionals, patience, understanding, empathy, reorganizing organizations, and building the technical infrastructure are necessary and all organizations must begin to prepare for these changes over time (Bencsik et al., 2016).

Generation Y leaders do time management and focus on creativity. They also focus on determination and ambition. Generation Z, on the other hand, adopts competence, determination, self-control, and honesty. On the other hand, this generation exceeds expectations in terms of knowledge, skills, career, and future. They are the first global, most technologically literate, and socially empowered generation (Seaman et al., 2018).

Managers should establish more dialogue when working with generation Z and employees, offer to work together without getting tired, pay a satisfactory wage, provide a more flexible working environment, give the opportunity to have a say in management, and respect the ideas of generation Z employees. In addition, managers should attach importance to information sharing for the Z generation and enable them to use digital technology more (Latif & Serbest, 2014).

Businesses can achieve their goals because Generation Z employees use technological tools very well. In this context, it is predicted that the Generation Z employees will make a significant contribution to the success of businesses. In addition, the fact that Generation Z employees expect a positive or negative feedback from their leaders or managers shows that they can easily adapt to the climate and values of the business. Thus, it is thought that they will improve themselves with the feedback they receive (Sucu, 2021).

On the other hand, teamwork will reduce the productivity of generation Z. However, when a tolerant approach is approached, Generation Z employees will be more successful with the opportunity to work individually, and they will be able to make positive contributions to their environment. Therefore, the Z generation employee will be able to positively change the dynamics of the society (Çora, 2019).

3. DIFFERENT GENERATIONS IN THE INDUSTRY

The industry is all the areas where all kinds of goods and services are produced that provide profit in a broad sense. Industrial businesses currently have Baby Boomer Generation, X generation, and Y generation employees. The Traditionalists Generation, on the other hand, appears very rarely. While baby boomers and X Generation individuals generally work in managerial positions, Y-generation individuals consist of young professionals. Members of the Generation Z have also just started to participate in the working life.

It seems that in today's business environment, five different generations may have to work side by side for common economic and commercial goals. For businesses in the industry to carry their presence in the industry to the future, first

of all, working generations should be able to live in harmony with each other. Since each generation has different expectations and communication styles, management levels need to manage the differences between generations well. For this, businesses should know the working values and characteristics of each generation working within the organization and create working environments accordingly.

The Traditionalists Generation is the generation that still makes their presence felt in today's business life, even if they are few, lay the foundations of today's business life, and generally work in high positions. Although there are university graduates among them, they are generally high school graduates. Since the individuals of the Traditionalist Generation are very hardworking and self-sacrificing, they expect the same self-sacrifice from the other. This generation is disciplined and seeks stability. For them, the workplace is a man's world full of rules (Adıgüzel et al., 2014). They work within defined office hours, have face-to-face meetings, and have a lot of obligations. Very loyal to authority, this generation obeys the order, and all employees follow a chain of command. In other words, they accept and fulfill the tasks given to them without opposition. Just like an army, every soldier is accountable to his commander. For example, the CEO has the final say over operations in all divisions, but each department also has a manager who handles day-to-day operations and ultimately reports to the CEO (McCullough, 2022).

The Traditionalists Generation is multidisciplinary and seeks stability. They care about trust. Individuals of this generation stay in the same job for a long time and prefer to work in that job for a lifetime. They have made working philosophy of life, and they have seen working as the most important condition in order to continue in life. They are of the opinion that the experience in business life is proportional to the years spent in that business branch. It is important to work in the government and have a paid job for this generation that does not like to take risks. The biggest disadvantage of this generation in business life is their slow adaptation to technology and modern developments. However, being a unique source of information and their practical intelligence have made the people in critical positions for businesses (Aygenoğlu, 2015).

Members of the Baby Boomer Generation in working life; are known for their work ethic, productivity, and hard work. Individuals of this generation have positive work attitudes such as long hours of work, self-motivation, workaholicism, self-sacrifice for success, caring about teamwork, being process-oriented, optimistic, idealistic, and honest. The reason they tend to be seen as workaholics is that they think that engagement is measured by the hour. Those in this generation prefer to work in a collaborative and consensual management style (Latif & Serbest, 2014).

As the technology-free Baby Boomers Generation grew up without digital communication, they are more open to face-to-face interaction. They place great emphasis on participation, shared responsibilities, teamwork, and team meetings.

This generation, which also attaches importance to individual autonomy, realizes in which situations individual contributions are more important in the organization and emphasizes the contribution of individuals to the organization. It can be said that they are self-motivated and do not like to be appreciated. As they are compatible and goal-oriented, they adopt a positive approach to the work environment and try to stay away from conflicts.

Salary is the primary preference of this generation, as Baby Boomers members live to work. They work with an understanding of long-term employment because they believe that the individual will get what he deserves because of devotion to his work and the importance of working hard. Business life expectations: An ever-growing career is shaped around achieving great success in a single job, seeking growth and development, money, status, flexible working hours, being comfortable in retirement, having a regular life, owning a home, and not needing care in old age. However, they are resistant to change. This generation has been at the forefront of the long-lived economy because of their high numbers and careers. Therefore, encouraging the generation to mentor young employees will be effective in solving the problems that arise with the generation mix in organizations (Innova, 2020). Unfortunately, Baby Boomers have reached retirement age (Yıldırım & Güvenç, 2020).

Since the members of Generation X have grown up on their own by taking on their own responsibilities at an early age, their self-confidence and workability are higher than other generations. Since the great changes that took place in their period made the future uncertain, they showed the characteristic of being a generation that thinks negatively, is assuring, skeptical, and tends to work individually. Therefore, in order to guarantee their future, members of this generation are defined as “competitive” in working life. However, this effort and competition caused problems such as not being able to catch up with the era and not being able to adapt to new conditions.

Generation X wants to have goals that they can reach by using their creativity and freedom rather than being managed in the working environment. When they are to be managed, they want to be managed with a more flexible working system that allows them to achieve work/life balance. They can find practical solutions to problems and are very good at adapting to changes. Generation X members want to work in work environments where boundaries are less clear, less controlled, and more autonomous than traditional work-oriented work styles (Latif & Serbest, 2014).

Members of Generation X work great alone, are impatient, work-oriented, respect work-life balance, and demand respect from others. They don't like hierarchy, but they adapt. It can be said that the reason for this is the fear of losing their job. They are more attached to the business groups they work with than to the company they work for. The reason why they are very hardworking is not to produce a lot, but to

save time for themselves. Although members of this generation are intrinsically committed to their work, they are less willing to make sacrifices about work than the previous generation. For them, their family life is more important than their work life. While money alone is not enough to motivate members of this generation who work for a living, its absence is a critical factor that can lead to a loss of motivation.

Members of Generation X are both successful in communicating with technology tools and can be comfortable in face-to-face interaction. The vast majority of employees prefer teamwork as a way of working, and teamwork positively affects their work performance. The career lives of most of the generation are currently in the position of manager-leader. With this generation, women have also started to be active in business life. Unlike the Baby Boomers generation, generation X individuals want to balance their work-life and private life rather than dedicate their entire lives to work. So, the motivator of Generation X is the time needed for the quality of their personal lives rather than money. For this reason, many X women have chosen to give up their high careers to focus on their families (Taş & Kaçar, 2019).

Generation Y is one of the generations that will have the largest share in business life in the coming years. Since the individuals of this generation are self-confident and ambitious, they demand responsibility to carry out their work and they do not like to interfere within their work. It has been observed that Generation Y tends to find other jobs when they are not given the opportunity to gain authority and rise. They also carry out the tasks they are responsible for in accordance with the rules. In return, they expect rewards. For them, external rewards (salary payments, benefits, company policies) are always the first motivator. Members of Generation Y love working life and have great expectations from business life, but they think that the whole of life does not consist of working life (Aygenoğlu, 2015).

Generation Y differs from other generations in their business life. The reason for this is that they want business life not only to survive but also to spend money more comfortably and they are fond of their freedom. They are very successful in jobs where they feel free. In addition, the most important reason that distinguishes them from other generations and makes them advantageous is that they were born in a period when communication and information technologies exploded, they were involved with the internet, and they were the first generation to grow up with the attraction of digital media. In addition, being young, dynamic, intelligent, and talented is one of their biggest advantages. Two-thirds of the members of the generation are defined as a generation that knows the use of technology well and has the ability to use technology in the workplace. In other words, they prefer to use technology in their current business. The education level and communication skills of this generation are also very high. They prefer individual work rather than teamwork at work.

When Y Generation individuals are subject to strict control, they think that they are not trusted, and their motivation is negatively affected. They prefer jobs where bureaucracy and rules are not strict, and they adopt a transparent and participatory management style in the workplace. In addition, they do not like to work between designated working hours. They prefer to work flexibly, mostly working from home. Millennials have less organizational commitment than other generations and change jobs quite often. The biggest disadvantages of the generation are that they do not have much patience because they grow up in wealth; they are selfish and disloyal. Since this generation, who grew up in a comfortable environment and is therefore quite shy, performs successfully in a dynamic and fun working environment, it is necessary to make them a part of the job, to ensure that they do their job with pleasure, and to make the workplace fun, that is, to focus on the work rather than the working time. Although the Y Generation in Türkiye is slowly emerging in the business world, it is predicted that nearly 60 percent of the workforce will be from the Y generation in 2025. In addition, with this generation, women have started to participate in working life very intensely. For these reasons, Generation Y has an important place in business life (Küçükyazıcı, 2022).

4. Z GENERATION IN INDUSTRY SECTOR

In this section, where the characteristics of the Z generation in industry sector are revealed, first of all, the general characteristics of the Z generation individuals are mentioned. Then, the expectations of the Z generation from business life are discussed. In addition, the characteristics of the Z generation and other generations encountered in the industry sector are revealed.

4.1. Values of Generation Z Individuals

Instead of the employees who were content with little and accept authority without question, generation Z individuals who are more knowledgeable, do not settle for less, question, when necessary, have different expectations and needs, and find it important to have fun and spare time for themselves, have stepped into business life. The most important event that distinguishes generation Z from previous generations is that technology has never been so integrated with private and business life before and is developing at a much higher rate than in previous periods. Since they were born into technology, they have grasped technology very quickly (Taş & Kaçar, 2019).

The most favorable working environment for this generation, where technology is an indispensable part of their lives, is the environment with equipped computers and office equipment. They can quickly handle multitasking as they are used to doing everything easily online. However, since individuals in this generation are the latest in technology and human development, they are very intelligent, self-focused people who can grasp and process information very quickly. In addition, they believe that they need to constantly update their knowledge and themselves,

as they are aware of the fact that the information will become obsolete quickly (Çetinsaraç, 2015).

According to a survey conducted with 3,200 French youth between the ages of 15 and 20 in France, it has been determined that generation Z has a very different perspective on working life and the company environment. According to the results of this survey, the perceptions of young people such as ‘too difficult’, ‘too complicated’, ‘boring’, ‘brutal’ when talking about the company and working life in the company are in the foreground and for 36 out of 100 young people, saying that the company means ‘stress’. For this reason, they do not want to stay in a job or a sector permanently. According to a study, it was determined that 38% of young people tend to change at least five occupations during their working life, and 84,5 % of them will do a job they are excited about (Taş et al., 2017).

The impatience and boredom of this generation make it very difficult to retain them, and they should have tasks that are far from monotony, integrating creativity and technology. In addition, this generation, which is mostly spoiled by their parents, does not value what they have because they get what they want very easily. Another negative feature of generation Z is that they are irritable and aggressive towards the environment and those around them. Although the 2000 Generation is thought to be lazy, McQueen says that “While the 2000 Generation points out that they have an extremely strong work ethic, this generation is not as workaholic as the previous generation and tries to establish a balanced life by paying attention to their private life” (Latif & Serbest, 2014).

Although the individuals of this generation are perceived as negative in business life due to these negative characteristics, they can make many positive contributions to the business environment if they are approached in a healthy way and more fun and risk-taking environment are created. Many industry executives said that with the increase of Zs in the business world, there will be more screens in the business environment, the paper will decrease and flexible working hours and models will intensify, the departments will be replaced by project groups and international team members, colorful people with different cultures, genders, beliefs, men and women. They state that they will start working at an acceleration towards equality.

Generation 2000, who had to constantly defend themselves against their parents at the points where they were missing, learned how to deal with the system at an early age. Since Z Generation individuals are raised with self-confidence, they want to take on different responsibilities in their business life, and they do not like group work. In the research, it has been concluded that group work will reduce their productivity, and they will be more successful with the opportunity to work individually. Generation Z individuals also do not like hierarchy. They expect the authority owner to recognize them as an individual and to approach them accordingly. Companies that can break out of the corporate culture hierarchy

may become attractive to generation Z. Awards, bonuses and promotions increase their motivation. Because they are bored, they want flexible working hours and a comfortable working environment (Latif & Serbest, 2014).

The positive features of the Z generation can be summarized as follows:

- They know what they want.
- They have the feature of working individually and independently.
- They're honest.
- They can express themselves comfortably without going into any complex.
- Entrepreneurial aspects and desires are high.
- They demand a colorful business life where diversity is embraced and less hierarchy.
- They use technology in every field.

The negative characteristics of the Z generation can be summarized as follows:

- Disloyalty and easy abandonment can be a problem for companies.
- Being self-centered can cause problems in jobs that require teamwork.
- The fact that they expect constant promotion can make the competition even tougher.
- Expecting to do innovative and fun jobs can make it difficult to get standard jobs done.
- Being hasty and impatient can lose value in professions that require time and effort.

4.2. Expectations of Generation Z from Business Life

Since the Gen Z has the most important impact in the workplaces today, many industry executives stated that with the increase of Z Generation individuals in the business world, the productivity in the work environment will increase, there will be more screens in the workplace, the paper will become less and flexible working hours and models will intensify, the departments will be replaced by project groups and international team members. This generation, who knows the differences between a manager and a leader, prefers to work with leaders who are democratic and have high communication skills. They expect their managers to adopt attitudes and behaviors that will set an example for them, follow their performance, and guide them when necessary. They also want to receive feedback while performing their duties and be rewarded when they are successful (Gaidhani et al., 2019).

As mentioned before, when we look at the years when this generation was born and raised, it is inevitable that this generation will want to use technology in business life, when it is taken into account that they experience technology in every aspect of their lives compared to previous generations and that technology has never developed so rapidly compared to the past. will be. For this reason, the

modern and technological design of the office will visibly increase the efficiency and effectiveness of individuals. In other words, the most suitable working environment for this generation is those where equipped computers and office equipment are available. However, if they want to be even more efficient, the “home office” style “telecommuting” way called working from home can be considered. This situation will be suitable for the flexible understanding of this generation, who is quite shy and likes to work individually. In this way, the individual will be able to fulfill both his personal work and his professional duties with the ability to do more than one job at the same time. In addition, the desire of this generation to learn on their own rather than learning from a coach should not be ignored by the manager, monotony should be avoided in the given jobs, and tasks that integrate creativity and technology should be given. In addition, this generation, which does not like hierarchy, should be given the necessary authority and responsibilities to make them feel important and a work environment should be created in which their freedom areas are not restricted. In fact, private offices should be provided financially and physically if possible (Arar, 2016).

4.3. Comparison of Generation Z and Other Generations in Industry

The characteristics of each generation in business life were explained in the previous sections. In order to clearly understand the differences between other generations and generation Z in business life, a summary comparison table is given in Table 5.1. When we look at the table, the individuals of generation Z are perceived as negative in business life due to their negative characteristics described in the previous section. However, when they are approached in a healthy way, more fun and risk-taking environment is created, and they are approached with tolerance, they can positively change the dynamics of business life and society and make many positive contributions to the business environment.

Table 5.1. Characteristics of Generations in Business Life

Generation of Traditionalists	Generation of Baby Boomers	Generation X	Generation Y	Generation Z
Their commitment to the organization they work for is very high	Their commitment to the organization they work for is high	Their commitment to the organization they work for is moderate	They have little commitment to the organization they work for	High commitment to the places they care about, otherwise very low
They attach great importance to group work	Wants to take part in group work	Relates to group work	Feelings of independence are high	Prefers to work alone
Inadequate in using technological innovations	It can be said that they are insufficient in using technological innovations.	Little interest in technological developments	They are people who grow up in technological developments	They are people born into technology

They are individuals who are overly fond of their work	They are very passionate about their work	They are individuals who respect their work	Difficulty accepting given job	They do the given job in a short time with their creative thoughts
They are very hardworking and dedicated	They are very hardworking; their priority is work	They have the mentality of working for a living	Maintaining work and social life balance is their priority	They can do their job briefly and seriously
They agree to standard working hours	They agree to standard working hours	They want a flexible working environment	They want a very flexible work environment	They prefer to work flexibly over standard working hours
They are leaders and managers	They are managers	They are routers	They are boosters	They are inspiring
Motivational sources are salary	Motivation sources are high salary and material rewards	Motivational sources are high salary and career	Motivational sources are a comfortable working environment in addition to the salary	Their biggest motivation is the salary, but a fun work environment is also essential
They hardly adapt to innovations	They hardly adapt to innovations	They try to adapt to innovations	They always want innovation	They believe that they need to constantly renew themselves

Source: Yücebalkan & Aksu (2013: 20).

CONCLUSION

Workplaces that want to carry their presence in the industry to the future should be able to adapt to generational diversity and provide new working conditions that will positively affect younger generations, based on the logic of “every wave pushes old societies and cultures aside”, as stated by Toffler in his book *The Third Wave* (Toffler, 1980). For this, businesses need to fully understand the characteristics and expectations of individuals in order to reveal the strengths of these generations. It can be said that businesses that use technology more actively and efficiently will reach their goals faster. In this context, it is predicted that the Z Generation individuals will make significant contributions to reaching their goals by using the technological tools very well. Generation Z individuals, who were born in the 2000s, some of them are still working and some of them will start their business life in the near future, will adapt quickly to business life with their advanced abilities and easily adapt to other generations that are closer. It is expected that they will contribute to the traditional approach and businesses as they will have an important role throughout their business life. Therefore, the most important and effective way to carry your existence into the future is to retain new talents.

The fact that generation Z individuals expect positive or negative feedback from their leaders shows that they can easily adapt to the values of the business. They think that they will improve themselves with the feedback they receive. Individuals

of the Z Generation, who care about change so much, can be considered as an opportunity for businesses. However, with the entry of Z Generation individuals into business life, it will be inevitable for businesses to make some changes in their business processes. Managers should develop their business policies in line with the innovative perspective and analytical intelligence of this generation. Providing the balance between the experienced generation and the new generation in the business and arranging the working conditions according to the situations of the individuals will make a difference. In this context, since the business processes will be supported by technology and designed away from bureaucracy, flexible systems and environments that will respond to the individualized demands of the employees whose “I” focus has increased, will need to be defined and environments should be created. Human resources departments, which will have to abandon standard policies, will need new policies that will enable them to be fast and flexible. Although patience, understanding, empathy, and reorganizing the organizations mean managerial difficulties, if these changes are made with the right planning and at the right time, businesses will reach their goals to a large extent with the contributions of the Z Generation. For this reason, all organizations should begin to prepare for these changes over time.

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Biography- Bihter Mezili

She completed her undergraduate education in Alparslan Türkeş Science and Technology University, Department of Industrial Engineering in 2021. She is still studying Management Information Systems at Anadolu University. There are time study, layout, and Kaizen studies in an automotive factory. She has a thesis on demand forecasting, and an intermediate level of English.

SUMMARY AND OUTLOOK

One of the purposes of economic units that produce goods or services to meet the needs of people is to make profit in the long run and to ensure the sustainability of the business. In order to achieve these goals, the most important resource that businesses have is human capital. It is emphasized that the employees work effectively and efficiently in line with the corporate goals as the basic steps in terms of the sustainability of the enterprises. However, generational differentiation in business life is an undeniably important universal fact. The similarity of behavior patterns of individuals living in the same years and sharing the same social and cultural environments enabled generalizations to be made in the classification of these generations. There are people from different generations within the business and different generations share the same business environment in various hierarchies.

In the last century the generations are called as Veteran generation (1925 - 1946), Baby Boomers generation (1946 - 1960), X generation (1960 - 1980), Y generation (1980 - 1995), Z generation (1995 - 2010) and Alpha generation (2010 +). Today, Veteran generation population is few and does not take place in the business world. Baby Boomers generation employees are close to retirement. Managers have to manage three or four generations at the same time and deal with conflicts arising from generational problems. The characteristics and differences of generations play an important role in hiring, motivating and encouraging employees, coordinating employees, increasing competitiveness and service efficiency.

Generation Z, which is integrated with the age of technology among these generations, constitutes an important part of the population today. It is predicted that the young generation of employees will have a very important majority in the business world in the near future. Moreover, studies on the Z generation, which has started to work in recent years and are seen as the managers of the near future, are increasingly taking place in the literature that the working values of the Z generation are different from the previous Baby boomers, X and Y generation employees. Managers, who play an important role in maintaining and increasing productivity, need to analyze the Z generation, both employees and customers, and understand their expectations well, in order to successfully carry out their commercial activities. As a matter of fact, the personality traits, abilities, perspectives of life, investment attitudes, consumption patterns, health and safety demands, career expectations, what kind of organizational structure they want, what they value in their subordinate-superior relations, their contribution to organizational learning, how they use technology, innovative behaviors and entrepreneurship skills are issues those businesses should focus on meticulously. The differentiation of the work values of the new generation from the previous generations and their different expectations (education, career, wage, social-cultural, technological support, etc.) can lead to inefficiency of the

personnel, uneasy environments in the workplace and even leaving the job. A high turnover intention is not desirable for businesses. Because a high employee turnover rate means extra costs for businesses. Finding and employing new employees with the same qualifications, their orientation and training, and the capacity and production losses to be exposed during this period cause additional costs. In order for employers to basically cope with these problems or be prepared for them, “How can we effectively manage generation Z?” This question is the starting point of this book. In this book, which was prepared in order to help managers to better define and properly manage the Z generation in working life, first of all, the characteristics of the generations in general were emphasized. In addition, in line with scientific studies and the literature on the subject, the distinctive features of the Z generation employee in the business world, which is the main subject of this book, are compared with other generations. In addition, important tips and suggestions on how to manage Z generation individuals in various sectors are presented with examples from the literature and various research findings. The important points highlighted in these sections are presented below in order to analyze the information about the Z generation in the business world together:

▣ In the first part, which was prepared to help the understanding of generation Z, the information compiled by examining the conceptual and empirical studies in the domestic and foreign literature is presented. In order to better understand the Z generation, the concept of generation, classification of generations and information about the previous generations are presented respectively.

❖ In line with all the examinations, the general characteristics of the Z generation individuals are summarized as follows:

- They are open to continuous change and development.
- They desire interesting jobs where they can develop their creativity.
- They actively use social media in every aspect of their lives.
- They have developed critical perspectives due to their rapid access to information and their access to alternative information channels. Therefore, they are not easily persuaded.
- Critical perspectives also have an important place in learning processes. Accordingly, they adopt the method of animation and storytelling instead of rote-based learning.
- They prefer a free life away from oppression.
- Adaptation skills to technological and virtual social environments have improved.
- Generation Z’s global communication skills are stronger than other generations.

- They give importance to a peaceful organizational climate in their business life. In addition, being taken seriously by superiors, flexible working conditions, change and innovation are among the issues that generation Z attaches importance to in their working life.
- They have a high level of awareness about career and they attach great importance to this issue. Inter-institutional mobility and even the pursuit of international job opportunities are prominent aspects of this generation's career prospects.
- This generation, whose consumption behaviors are largely shaped by social media and the internet, attaches great importance to brand value and image in the consumption of goods and services.
- The fact that the goods and services planned to be purchased have different options and that access to them is fast and easy also affects the purchasing decisions of generation Z.
- This generation is prone to entrepreneurship due to its characteristics such as freedom, innovation, change and high achievement ambition. Therefore, it is predicted that they will be successful in this regard when the necessary conditions and environment such as entrepreneurship education are created.

It is possible for employers to have difficulties in managing the Z generation, which enters the working life with unusual features. However, in order for the Z generation to benefit from these differences, management processes should be improved, and human resources policies should be developed by working meticulously on the Z generation.

▢ While it is possible for organizations to have difficulties in managing the Z generation employees, who differ from other generations in terms of their personality traits, abilities, career expectations and many aspects, it is also possible to benefit from these differences with the right approach. Therefore, managers need to know them well and understand their career prospects in order to manage them. For this reason, in the second part, which was prepared to develop the understanding of the Z generation in the workplaces and to offer new perspectives on their perceptions, expectations and motivations, first of all, the general scope of the Z generation and their work-related characteristics were discussed. Then, the perceptions of the Z generation individuals about the workplace, workplace expectations and motivation sources were evaluated in the context of the literature.

❖ In this context, the highlights of this section in line with the literature are as follows:

- Individuals of this generation know what they want and prefer a life with work-life balance.

- They can express themselves comfortably without going into any complex.
- Collaborative, creative, goal-oriented individuals who want to pursue international opportunities.
- They are not interested in the color, religion or sexual orientation of the people they work with. What they look for in people is honesty, kindness, helpfulness, sincerity and competence.
- They prefer to work in a workplace that has relations with foreign countries and where they will use technological tools and equipment.
- They expect their managers to listen to their ideas and value their feelings in every matter, demand personal space and have low loyalty feelings. Steps should be taken to improve the personal views and approaches of these employees.
- Awards, bonuses and promotions should be transparent and horizontal communication should be preferred. Thus, while the dynamism of the lower levels increases, the independent stance of the Z generation increases the effectiveness of business decisions.
- Creativity and technology should be integrated with meaningful work, and opportunities should be offered that provide not only material satisfaction but also moral satisfaction.
- Giving importance to flexibility, being less loyal, hasty, and impatient may devalue occupations that require time and effort. Therefore, a flexible working system with a range of working styles and programmed activities should be provided for generation Z.
- The biggest motivations of this generation in the workplace are, in order of importance: equal promotion opportunities, wages, occupational health and safety.
- They demand a colorful work life where diversity is appreciated, and hierarchy is not intense.
- They have the ability to work individually and independently. Individual offices should be allocated as they prefer to work individually rather than team spirit.
- Since Z generation learns quickly and has high creativity, teaching methods such as visual, auditory and tactile should be used together in education.
- Entrepreneurial aspects are high. Generation Z individuals get bored quickly and want to start their own business, and this tendency increases the rate of turnover. Making changes in management styles and ways of doing business in order to eliminate this problem, which seems like a threat, can meet the needs of generation Z individuals.

- ❖ Negative characteristics for the Z generation are listed as follows:
 - Disloyalty and easy abandonment can create problems for organizations.
 - Being self-centered can cause problems that require teamwork.
 - Constant promotion expectations can make competition more difficult.
 - Innovation expectations can make it difficult to do standard work.

▣ In the 3rd chapter, where the general and managerial characteristics of the Z generation employee in the business world are evaluated, some distinctive business values are mentioned as well as the basic features in the business world that distinguishes the Z generation employee from other generation employees. The mentioned work values are named as “external, internal, social, altruistic, leisure, supervision and job stability”. In addition, gen Z’ priorities in job selection, the skills they desire to have in a successful career, their problems, and their managerial characteristics are emphasized in this chapter, too. For example, it is emphasized that one of the biggest problems faced by enterprises regarding Z generation employees is the recruitment, placement and retention. When the general characteristics, business values, managerial characteristics and problems of the Z generation employee in the business world are evaluated together, various suggestions are presented by making use of the studies in the literature to eliminate the problems and negativities in the enterprises.

- ❖ Accordingly, in order to effectively and efficiently benefit from Z generation employees in the business world:
 - Managers must understand generation Z through their values. Accordingly, they should equip organizational practices to be more proactive and strategic in customizing.
 - Reverse mentoring program should be implemented in order to increase the interaction of the Z generation with different generation employees.
 - Learning should be democratized.
 - Intrapreneurship and other entrepreneurial skills that have a significant potential impact in enhancing the development of generation Z employees should be encouraged.
 - A fun and friendly working environment should be provided. Communication with generation Z employees should be both verbally and through technology such as e-mail.
 - Managers can apply practices that increase colleague solidarity and job satisfaction to reduce generational conflict in the workplace, and thus, they can succeed in retaining qualified and talented generation Z employees.
 - Flexible work schedules and flexible career paths should be established. In addition, innovation and creativity should be supported.

- In the short or medium term, a career development plan should be established so that the generation Z employee has the opportunity to advance in their career.
- Gen Z employees with current and potential skills should be given competitive, substantial salaries and faster promotion opportunities.
- Educational workshops, such as artistic entrepreneurial, can be used to help them find meaning in their work, and fix problems at work.
- Managers can be advised not only to be aware of the different characteristics of Z generation employees but also to work on how they can turn these differences into opportunities in their organizations.
- Businesses should be recognized for contributing to society, caring for others, and pro-social behavior and sustainability practices. Thus, businesses will likely gain an advantage in attracting and involving generation Z as employees.
- Managers should make an effort to talk to their generation Z subordinates, and they should be in constant communication with the generation Z employee to determine what they want.
- Methods such as applied projects, problem-based learning approaches, computer simulations, and role-playing can be recommended for the Z generation employees to be able to work more effectively and efficiently and to gain soft skills such as communication and teamwork skills.

▣ In the fourth chapter, the perspective of the Z generation on the finance sector, its relationship with finance is discussed. In addition, an answer is sought to the question of how Z generation should be managed in the finance sector as a worker and a user of financial services. In the study, suggestions were made by taking into account the publications of public and private, national and international organizations, reports of committees and commissions, private publications, newspapers and magazines and the studies of scientists.

- ❖ As a financial service user, the main suggestions that can be made for the efficient management of generation Z customers are listed below:
 - The digital services to be offered to this technology-loving generation, which is expected to have great wealth in the future, should be developed day by day in a way that meets the expectations.
 - In response to the hasty, impatient, dynamic characteristics of the Z generation, the deficiencies of traditional banking services in taking quick action should be eliminated.
 - Investment decisions should be guided by personality analysis, and applications should be developed that will protect the customer from time to time with warnings, notifications, and/or automatically.

- In response to the ability of the Z generation to prefer to communicate, individual communication should be increased in consultancy services with artificial intelligence applications.
- Responsible money management is a priority for the younger generation. Confidence should be created while providing support services in budget control and investment decisions in response to feeling everything under her/his control and self-satisfaction.
- Legal procedures of banking services should be facilitated/reduced in order to meet their preferences for obtaining financial services from non-banking platforms in order to do business easily.
- Innovativeness should be created in the transformation of traditional banking services such as branching and ATM devices into mobile banking services (For example, services provided to customers should be offered from mobile in a way that includes live chat or lives messaging).
- Participation should be increased by receiving instant feedback, complaints, requests from Z generation mobile service users who identify the deficiencies in the financial setup, thus, this generation should be included in the system in the development of financial technologies according to these demands.
- Z generation customers should be informed with various training videos on how to make the right investment, etc. while making their investments. Similarly, efforts should be made to increase customer loyalty by supporting personal development.
- Generation Z should be subjected to financial literacy programs in order to make financial decisions on their own, not only to invest, but also to get loans, to use banking services efficiently, and to manage financial resources effectively.
- It can be suggested that the following awareness training be given to Z generation individuals within the scope of financial literacy: budgeting, savings and investment planning, portfolio management, credit taking and smart debt management financial attitudes in an ethical framework.
- ❖ The main suggestions that can be made regarding the efficient employment of generation Z employees in the financial sector are listed below:
 - This generation should be managed with collaborative approaches instead of authoritarian, hardworking attitudes,
 - The contribution of the generation Z employee to the work and/or her/his success at work should be appreciated and encouraged with motivating rewards.

- Generation Z employees should be trained and informed about the details of the work and should be asked to develop their work so that they can demonstrate their analytical/creative intelligence.
- Working conditions should be made satisfactory by facilitating the methods of doing business with modern and technological methods that increase productivity.
- Efficient working environments should be created with well-equipped tools and equipment, and they should be asked to show active performance.
- It should be supported by experienced employees, mentors, or consultants in order to meet the need to work with good teams.
- Flexible working or wage-oriented working methods/preferences should be offered.
- Training support should be developed/expanded in line with the demands of the employees by going beyond meeting the training needs in a standard way.
- Attention should be paid to the selection of people who can think analytically, are open to education/learning, and have the capacity to adapt to the ever-developing practice and legal order.
- Social media and technology adaptation skills should be encouraged to contribute to company performance.
- In order to prevent malicious use of their technological skills, they should be subject to frequent audits.
- Healthy and comfortable working/work environments should be created, and benefits such as health insurance should be provided.
- Contribution and commitment to the job should be strengthened with specific assignments that will be given outside the job description.
- It should support the issues that may pose a threat to the employer with training that will increase cooperation and participation in the work.
- It should help generation Z to achieve harmony between work and life, and the career path should be open.
- Digital learning platforms for workplaces/employers, using innovative learning and development methods with video seems to be the ideal way to train generation Z. For this reason, organizations that want to create a strong employer brand in the eyes of generation Z should be on the platforms such as YouTube, Instagram, Facebook, Snapchat, LinkedIn, Twitter.
- Organizational structures and definitions should be made in which it can be in easy and tight communication with the top management.

- Belonging/loyalty should be created by making the workplace attractive with social organization and social responsibility projects.

▣ In the fifth chapter, the Z or Zoomer generation and their characteristics and also some kind of expectations on career planning of the young people of this period are discussed. As a result of the examinations, the distinctive features of the Z generation can be listed as follows:

- It is a generation born in technology.
 - They are cooperative.
 - They are creative and productive.
 - They have digital communication habits.
 - They have high expectations from life.
 - They socialize quickly.
 - They support business processes with technology.
 - They are away from bureaucracy.
 - They are prone to flexible systems.
 - They are ambitious.
 - They tend to innovate.
 - Loyalty levels are low.
 - They learn speed and interpret information faster.
 - They tend to live alone.
 - Generation Z has active parenting attitudes about getting a better education, growing up in good conditions and being safe.
 - Generation Z people have a built-in immunity to advertising.
 - It is important that the product is eco-friendly and useful, rather than its brand.
 - It is affected by consumption trends
 - It has originality and realism values.
- ❖ The characteristics of the working life of the Z generation can be listed as follows:
- Comfortable working conditions and a good salary are their basic expectations from the job.
 - It is important that company values are compatible with their own values.
 - They prefer flexible systems at work and working hours.
 - They give importance to work-life balance.
 - They prefer organic organization instead of hierarchical structure.

- They expect career development opportunities both horizontally.
- It is a generation that does not prefer standards and produces new strategies.
- They can easily adapt to new developments and speed.
- They prefer individual offices because they prefer to work individually rather than as a team.
- They prefer to work in companies dominated by technology and prioritizing concepts such as innovation, creativity and flexibility.
- They plan to be in a managerial position in a corporate company or to establish their own enterprise as a career goal.

▣ The conclusions reached in the sixth chapter, in which the conceptual and numerical changes of the studies on the Z generation in the field of tourism are examined through bibliometric analysis, are summarized below.

- Research on generation Z in the field of tourism shows an increasing trend over the years.
- The first study was presented in 2017. While the number of studies was 1 in 2017, it was 17 in 2021.
- The most cited work in the international platform belongs to Goh, E. (2018).
- In the most cited study, the working attitudes and perceptions of the z generation in the tourism and hotel sector were evaluated.
- The most repeated keywords in the studies on the Z generation in the field of tourism are: millennials, generations, tourism, social media, marketing, sharing economy, planned behavior theory, connecting to the destination, gamification and festival.
- The 6 clusters that make up the “Gen Z and tourism” keyword association network are: “tourism”, “perceptions”, “intention”, “trust”, “model” and “satisfaction”.
- The two words with the most repetitions and network connections are “tourism” and “perception”.
- It is recommended that studies to be carried out on accommodation management, tourism marketing and technology use in tourism should be designed by considering the characteristics of the z generation.

▣ In the 7th chapter, generations are generally considered, the characteristics of generation Z nurses are compared with other generations and the quality perception of generation Z nurses in the health sector is emphasized.

❖ The highlights of this section are:

- The positive features of generation Z are that they are familiar with technology, open to knowledge and innovation, and have good analytical skills.

- It is important to integrate technological tools and equipment into the working environment so that generation Z, who can use technology very well and dominate the digital world, can be more productive in the practice of nursing.
- These features of generation Z nurses, equipped with technology and other competencies, should be utilized when and where necessary.
- Lack of communication, inadequacies in teamwork, high stress levels and poor decision-making skills are the negative characteristics of generation Z nurses.
- In the health sector, where teamwork is very important, the feature of generation Z that prefers individual work should be taken into account. For this, generation Z nurses in the team should be supported by other team members.
- Generational differences in work areas can also cause problems and conflicts in communication and decrease in service quality. At the point of providing quality service, studies should be carried out to develop these points for healthy communication between teams.
- It is very important for the development of the profession that professionals in the nursing profession know what they want and can well define their demands and expectations.
- The satisfaction level is higher in nurses working in a healthy working environment.
- High job satisfaction results in decreased levels of stress, burnout and turnover.
- Job burnout in health institutions is reflected in the quality of patient care, and the negativities in the quality of patient care threaten patient safety.
- Good planning in nurse and patient distribution rates can prevent events such as decrease in death rates and preventable adverse drug effects. It increases quality in the field of health.
- Commitment to work, support of managers, suitability of the working environment, the most important service output in the field of health, healthy individuals and quality service are the main factors affecting the delivery.
- To provide patient satisfaction, which is one of the most important quality indicators in nursing care, it is effective to communicate well, inform the patient, and prevent misperceptions and negative feedback. Generation Z has the features to do these things easily.

- Strategies should be developed for Z generation nurses to provide quality service, to be attentive, to be aware of the importance of the service they provide and to improve their skills.
- The characteristics, perspectives and situations of newly graduated and newly employed nurses should be well analyzed and examined, and all necessary efforts should be made to eliminate these negative situations.

▣ In the 8th chapter, where the work-related characteristics of the generation Z employees are mentioned, the management of generation Z nurses is discussed. In this context, suggestions were made to avoid administrative problems between managers and generation Z nurses.

❖ The highlights of this section can be summarized as follows:

- Today, as in many other sectors, the number of Z generation employees in the health sector is increasing. For this reason, it is important for managers to employ them in the most efficient way for the organization and in the most motivated way for the employees.
- Nurses, who make up the majority of health professional groups, should shape their organizational structures according to the characteristics of this generation and create an appropriate organizational climate by taking into account the psycho-social characteristics of the generation.
- Generation Z individuals have the characteristics of freedom, adaptability, cooperation, curiosity, accuracy, fun, promptness and innovation.
- They give priority to respectful and productive business relationships.
- Generation Z individuals prefer practical and simple management structures rather than traditional and rigid structures due to their characteristics and upbringing.
- Health businesses and managers should make employment plans by considering these personal characteristics of Z generation employees.
- The enterprise, which will provide employment for the Z generation at the stages of starting a job and choosing an institution, should have a web page and social media accounts that fully introduce itself.
- It is important that the training and induction processes for new positions, namely in-service training, are carried out with remote access via computer modules and smart phones, online platforms and the creation of virtual classrooms.
- Generation Z employees, who prefer to learn operational information in the field and on-site, should be strengthened by mentoring and guidance with practical knowledge rather than theoretical knowledge, and participatory in-service training should be given instead of traditional in-service training.

- Employers should clearly state what the professional development and career opportunities of generation Z individuals may be in the short or medium term.
- In order to keep the Z generation nurses in their hands, the questions and thoughts about their career or professional development from generation Z nurses to manager nurses should be supported, motivated and their enthusiasm to work should not be discouraged.
- Communicative support should be provided to generation Z nurses, and problems that may occur in face-to-face patient communication should be prevented.
- Generation Z has expectations of finding quick solutions to various problems they may encounter in business life with their employees. For this reason, managers of Z generation nurses should seek quick solutions to any problem in the clinic, but should avoid making mistakes.
- Suggestions of Z generation nurses should be taken into consideration and evaluated.
- In order to understand the Z generation nurses, it is very important to provide accurate, reliable and up-to-date information to the manager nurses and to ensure their understanding. Thus, it is thought that possible professional or personal communication conflicts can be prevented.

▣ In the ninth chapter, it has been discussed how generation z employees, particularly in the retail sector, affect the success of Lebanese companies. The mediating effect of participation and transparent communication in the relationship between the characteristics and productivity of the Z generation in the Lebanese retail sector has been discussed in depth throughout the research.

- ❖ Accordingly, the main points that stand out in this study are presented below:
 - According to intergenerational research, treating workers equally should be based on their core values, attitudes, and beliefs.
 - It is necessary to understand the expectations of the employees regarding employment according to the social values of their generation, and to determine their preferences for external and internal rewards accordingly.
 - The level of knowledge and openness that managers and human resources professionals have regarding generation Z is critical to effectively managing the workplace changes brought on by this new generation.
 - Generation Z's skills, attitudes, and perspectives must be harnessed and transformed into possibilities if employers want to attract, motivate, and retain this generation of employees.
 - Closed-loop video streaming and social media like email may be used by companies to communicate with their staff.

- Communicators should consider how the internet communication age has influenced internal communication systems while using blogs, bulletin boards, and internal social networking sites to encourage two-way communication and a community.
- Generation Z, who tends to use technology in teaching and learning, prefers online and application-based learning.
- Work-life balance is a factor that contributes to employee engagement among generation Z.
- ❖ According to the research findings, the highlights are as follows:
 - There is a relationship between the level of employee engagement of generation Z and the willingness of leaders to communicate freely.
 - Influencing employees' value systems while maintaining transparent leadership communication can be considered two of the most challenging tasks company managers face.
 - There is a strong relationship between employee happiness and leadership openness.
 - There is a strong relationship between employee happiness and management's willingness to freely communicate with generation Z.
 - Employees' perceptions of control reciprocity and their manager's openness have been found to be linked with each other
 - Effective working relationships based on trust require open and honest communication between leaders and employees.
 - Employers and managers who want to hire generation Z should prioritize emotional intelligence.
 - Generation Z who prefer online communication may find it difficult to relate naturally and successfully collaborate with colleagues at work.
 - Self-learning is very important for generation Z and they prefer self-directed and autonomous learning.
 - Generation Z, who prefer e-learning or classroom training as well as learning by practice and are eager to learn, want their new companies to provide them with the necessary training when they first start working.
 - They prefer virtual collaboration to offline meetings and will only participate in teamwork if it is absolutely necessary.
 - They prefer to be part of a company that encourages learning and gives employees the chance to develop skills beyond what they need for their job.
 - Generation Z values independence at work and do not want to be dependent on co-workers or team members.

- ❖ The prominent suggestions are briefly below:
 - HR professionals, executives, and businesses must all be ready to face the challenges posed by the digital generation Z, which will show professional needs in the near future.
 - Communication models for generation Z should be adapted, social manifestations monitored, motivating elements, and cognitive and behavioral characteristics taken into account by businesses.
 - It would be helpful to have technologies in place that allow for remote participation while performing staff searches and choices. Corporations should be incorporate this into the digital culture of the business.
 - Managing “multi-generations” in the digital age requires rethinking corporate values.
 - The usage of time-saving technologies is critical when vetting potential employees to fill open positions. Identify and automate, roboticized, and digitalize those personnel systems that need it in order to move human operations into the digital world faster.

▣ In the tenth chapter, where the values of generation Z employees and their place in the sector are emphasized, the characteristics of generation Z in the sector and their different aspects from other generations are presented. The issues highlighted in this section and the recommendations made to human resources managers and other relevant managers are summarized below:

- ❖ Characteristics of “Generation of Traditionalists” in the business life are as follows:
 - Their commitment to the organization they work for is very high.
 - They attach great importance to group work.
 - Inadequate in using technological innovations.
 - They are individuals who are overly fond of their work.
 - They are very hardworking and dedicated.
 - They agree to standard working hours.
 - They are leaders and managers
 - Motivational sources are salary
 - They hardly adapt to innovations
- ❖ Characteristics of “Generation of Baby Boomers” in the business life are as follows:
 - Their commitment to the organization they work for is high.
 - Wants to take part in group work.
 - It can be said that they are insufficient in using technological innovations.

- They are very passionate about their work.
 - They are very hardworking; their priority is work.
 - They agree to standard working hours.
 - They are managers.
 - Motivation sources are high salary and material rewards.
 - They hardly adapt to innovations
- ❖ Characteristics of “Generation X” in the business life are as follows:
- Their commitment to the organization they work for is moderate
 - Relates to group work
 - Little interest in technological developments
 - They are individuals who respect their work
 - They have the mentality of working for a living
 - They want a flexible working environment
 - They are routers
 - Motivational sources are high salary and career.
 - They try to adapt to innovations
- ❖ Characteristics of “Generation Y” in the business life are as follows:
- They have little commitment to the organization they work for
 - Feelings of independence are high
 - They are people who grow up in technological developments.
 - Difficulty accepting given job
 - Maintaining work and social life balance is their priority
 - They want a very flexible work environment
 - They are boosters
 - Motivational sources are a comfortable working environment in addition to the salary
 - They always want innovation
- ❖ Characteristics of “Generation Z” in the business life can be listed as follows:
- High commitment to the places they care about, otherwise very low
 - Prefers to work alone
 - They are people born into technology
 - They do the given job in a short time with their creative thoughts
 - They can do their job briefly and seriously
 - They prefer to work flexibly over standard working hours

- They are inspiring
 - Their biggest motivation is the salary, but a fun work environment is also essential
 - They believe that they need to constantly renew themselves
- ❖ The prominent suggestions are briefly below:
- For businesses in the industry to carry their presence in the industry to the future, first of all, working generations should be able to live in harmony with each other.
 - Since each generation has different expectations and communication styles, management levels need to manage the differences between generations well.
 - Businesses should know the working values and characteristics of each generation working within the organization and create working environments accordingly.
 - Managers should develop their business policies in line with the innovative perspective and analytical intelligence of this generation.
 - It should be provided the balance between the experienced generation and the new generation in the business and arranged the working conditions according to the situations of the individuals.
 - In order to create flexible systems and working environments, human resources departments should create new policies.