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DIPLOMA MASTER THESIS

**Topic of thesis «Modern technologies of human resources
management in the sphere of recruiting»**

*from the specialty 073 "Management" of the educational program "Business
Administration"*

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INTRODUCTION

Managing people is a hard topic which does not bear on fixed formulas; instead, is open to continuous developments and evolutions because of the intricate and variable human nature. It is so normal that each individual is different from another; moreover a person may show different reactions to same issues at different times. Because of the costs of money and time, to manage people effectively and efficiently, it is hard to find a unique solution per each problem; instead, some standardization applications are being tried. These standardization applications are made mostly to the processes. But when getting to the root of the issue, as mentioned before, it is clear that discovering the common denominator of the individuals who are different from each other would solve the problem more easily. To have a common denominator, expecting people having common culture, past and biological features would be irrational when considering globally. Thus possibility of meeting some common characteristic features and expectations of the individuals who were born at similar years, who were exposed to the similar global events and worldwide developments would be more rational. In the books, research papers about social and natural sciences, newspapers, on the televisions; every media tool says that world is changing. This world is both the nature and the people. Nature is changing physically, but people are also changing mentally. Even at the same moment, people can differ from each other by the view of life. Luckily there are periodical times when people may show some similar characteristics and behaviours because of interactive effecting of each other and common witnessed global events. In those times the strategy of the business managers to the employees are starting to be shaped by these common characteristics owners – the employees of the generation of that present period. With fast growing technology, especially after year 2000; attitudes, behaviours, expectations, value systems have been changing in either positive or negative direction which depends from person to person or condition to condition; but

the only fact that it is changing so fast ever. In this study, it is aimed to explain the generations throughout the history shortly and then the present one which is called as the generation Z and its characteristic features. After then relating it with workplace life and help managers by showing ways how to cope with this generation in business life to get the efficiency and effectiveness from them as maximum as possible. Throughout the literature review, researches about either how the generations are in work life or how they should be, to get the maximum efficiency and effectiveness in business, have been met. Though this topic has been researched for generation baby boomers, X and Y in the view of motivation, retention and such organizational topics; because generation Z is a new concept which means the members of this generation have recently started working, there is not any research about how this generation should be managed in workplace. Mostly generation z – topic has been studied in marketing area and some comments of CEOs who have either some opinions or foresight of managing them. Topics include how studies have shown that children in generation Z tend to be entrepreneurial with an interest in social justice, research on generation Z presented by Don Tapscott in his book "Grown up Digital," and the role of generation Z in technological innovation. There is also multigenerational workforce and each generation is labelled with their own unique traits and all generations bring their generational traits to the respective profession; for example, the baby boomers have traditionally worked longer hours and this has made them the workhorses of the profession. Generation X and Y are defined by an increased grasp on technology, mobility and an ideology that seeks a balance in life; Generation Z (born 1991-2006) is likely to follow in generation Y's footsteps in terms of behaviour but they have their own different traits and characteristics.

This generation is the most special one and the one who can add value and with the previous generations help they can make the world better, they just need some help about it. As you move toward the future, you're likely to face a tricky balancing act as

you try to accommodate not only millennials and Gen Z, but Baby Boomers and Gen X workers, too. That being said, Gen Z is the most populous generation since the Boomers. Research and data project that Gen Z will comprise about 36 percent of the workforce by 2020. Their coming of age and sheer numbers make them one generation no business can afford to ignore. If you make the effort now to prepare for Gen Z as they steadily arrive in the workforce, you'll find it to be easier when they probably sooner than later become the dominant generational force in the modern workplace.

While employers are finding hard to identify and realize the needs of the Generation X and Y in the 21st century, now they have completely new generation i.e., the Generation Z to work on with. The challenges of the organizations are not only to serve the Generations X and Y, but also to foresee the workplace needs of the rising Generation Z so that groups comprising of different generations can work effectively. Researchers have demonstrated that each generation has different attitudes towards work and workplace.

But little is known of this Generation Z about their characteristics, needs, attributes and work style. Therefore employers and HR managers should anticipate workplace needs and change their strategy for recruiting, motivating and retaining these emerging young workers who will be arriving very soon. It is crucial to understand them to keep talent from the newest generation and realize their benefits to sustain the growth of the company. By understanding the characteristics and the preferences of the Generation Z, recruiters will be able to attract and connect them in order to groom them to become the future leaders of the company. Without this proper understanding, companies will find difficulties in recruiting and retaining the best talented candidates of the Generation Z and will also fail to motivate and inspire them which in turn will impact the organizational performances.

In this thesis we aim to unravel the challenges that companies/ organizations face by incorporating the next generation workforce.

Research object. *Hypothesis 1 : Gen Z's work force causes many changes to current working conditions.* The first objective of this research is to gain an understanding of work place changes brought by Gen Z with the help of conducting interviews cohorts of both Gen X and Gen Y (millennial) of high level management of organizations as they have experienced both the changes brought by millennials.

Hypothesis 2: Motivations of Generation Z are not solely dependent on monetary rewards. The second objective of this research is to investigate the motivations of Gen Z and find out whether they differ from millennials or not. And to know whether they are drawn to the motivation of monetary rewards explicitly or they are motivated by other things.

To achieve this goal were solved such tasks:

to describe the modern view of the theory of generations;

to research information and Characteristics of the Generations;

make observation of HR challenges accordance with the basic provisions of the theory of generations;

to research the philosophy and Instruments of research of the HR recruiting process;

to research interview and questionnaire process of research of the HR recruiting process;

to research the results of questionnaire process of research of the HR recruiting process;

to offer how to Handle 5 Generations in the Workplace;

to offer different Motivations for Different Generations of Workers: Boomers, Gen X, Millennials, and Gen Z;

to use preparing workplace for generation Z expectations.

The object of research is the process of recruitment of HR to organization in context of generational theory.

The subject of the study is theoretical, methodological and practical aspects of recruitment of HR to organization in context of generational theory.

The information base of the study was legal acts; main provisions of scientific works of domestic and foreign scientists within the framework of the studied issues; official statistical materials; official data of statistical and accounting reporting; materials of information-analytical researches; materials of periodicals, scientific-practical conferences and the Internet.

Structure of work. Thesis consists of an introduction, three sections, conclusions, list of sources and applications. The total volume of work is 88 pages of printed text, contains 12 tables, 12 figures, list of used sources from 117 name, 2 applications.

CHAPTER 1

THEORY AND METHODOLOGY OF RECRUITMENT IN THE CONTEXT OF GENERATIONAL THEORY

1.1. A modern view of the theory of generations

In this research we tried to look into the differences between Generation Z and preceding generations. It is easier said than done to terminate the groups of each generation precisely, but the time-lanes in the borders mean certain common territories. Therefore, the generations are not brusquely divided, but their distinguishing features are adequate for the whole age-group in general. Professional literature use diverse names for depicting the categories of the generations and their time-categorization is also from time to time differently defined. (Although it does not influence the basic characteristics). In the followings you can find the classification we used in our research. Characteristically, we can differentiate 6 generations which are shown in chronological order in figure below.

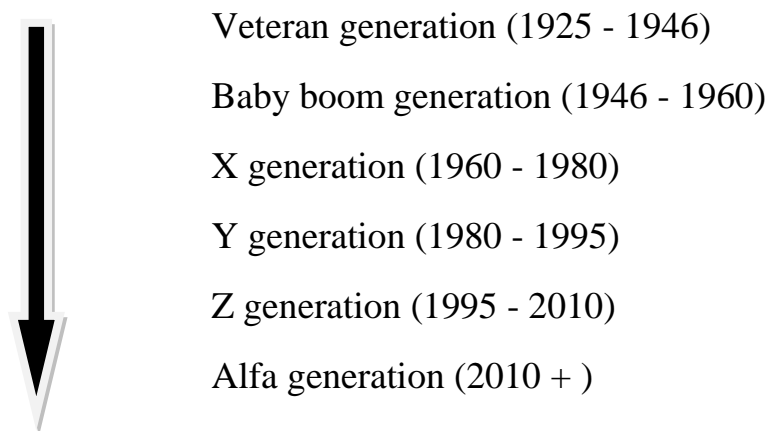


Fig. 1.1. Generations in accordance with the basic provisions of the theory of generations

A question should be put why it is essential to deal with the subject. Why do we need to examine the behaviour of generations and their characteristics? Why do we need to consider about an resounding challenge, how these newer generations at workplaces of former generations can be en suite? The older generations have misgivings about the younger ones every time and the often cited idiom is 'these youngsters of today'. (It is not a positive opinion intonation.) To put up with the conventional differences among generations is inadequate these days. Why is this situation unusual? Why is it a burning issue? What does the term 'new generational employees' mean? What generational characteristics root bigger trouble today in case of employing young graduates than previously? All the questions cannot be answered in the scaffold of this article, but we at hand one segment of our research, which is mainly built on the conduct of the generations. To answer these questions, firstly, the most significant features of generations have to be made known. Then the HR activities are presented in a few words in order to show the readers the course of the essential changes.

Therefore, while defining the theoretical construction of our study, we attempted to look into previous research done on the issue of generational studies and predominantly chose those concentrating on generational mind-set at the workplace. In order to carry out a comparative breakdown with our empirical findings, we primarily examined the two most widespread generational theories. By using a direct approach, we are going ahead from the well-established Mannheim generations' theory and then we looked at Strauss-Howe generational theory. Having completed our thorough examination of generational theories, we then looked at traits and characteristics of generations and attempted to narrow it down to dominant generational behaviour at the workplace by concentrating on the work attitude of different generations and their important characteristics.

Studying generations on the basis of their distinctive characteristics and features have been the subject of a series of studies among scholars of different fields including

sociologists, philosophers, historians and anthropologists. Each Scholar has examined the concept of generational characteristics, features and traits from its own perspectives. While an anthropologist chooses to rely on biological factors as the most outstanding traits in the examination of the generational characteristics of different generations, a social thinker and theorist may tend to mainly focus on social and behavioral traits and values that can more visibly distinguish one generations from another. In this section we tried to study generational theories, in order to have a better understanding of generational traits, features, values and more specifically their work attitudes. We furthermore sought to investigate differences at the workplace to see if there is any value conflict and/or any generational clash in a multi-generational work environment. By trying modestly to theorize the concept of characteristics and features of different generations, we are hopeful to help form a solid foundation that will provide for further studies on the subject. According to Schofield and Honoré (2009), generational theory can be used as shorthand especially in analyzing generations. Therefore, it is necessary to have an appropriate grasp of prevailing generational theories and understand their applicability. However, it is important to bear in mind that the established models and theories of research, irrespective of their strength, shall not reasonably limit our ability to venture into new territories of research. On the contrary, it should, among other things, sufficiently provide for independent, impartial and critical analysis of the existing researches on the subject.

Generational theories may also potentially provide a large horizon for new studies by scholars of different fields including labour market analysts, private employment agencies, social theorists, historians, etc. and may best help today's business management in better personnel management and providing a more enabling working environment for employees of all generations. Increasing population and their longevity, generational shifts and the ever-increasing inflow of the X and Y Generations to the job market may very well justify the need for more studies of the behavioural traits of

different generations in the world of work. According to McCrindle (2006) in order to achieve success it is necessary to understand traits, attitude shifts and social changes. By the same token that the Baby Boomers and Generation X need to understand traits and popular culture of Generation Y, the latter also needs to be cognizant of the traits and social culture of the previous generations. McCrindle (2006) maintains that understanding the generational changes and keeping up with the trends in the generational behavioural traits are indispensable tools for success in any business. A thorough understanding of the behavioural traits and different requirements of each generation, furthermore, may greatly help employees and employers in workplaces with multi-generation mixes to provide for a more friendly and collaborative working environment, where knowledge and the experience of the previous generations may be better transferred to the younger generations. Such an enabling working environment, among other things, shall also have direct bearing on the labour relations at the workplace, the productivity, competitiveness and eventually the sustainability of the enterprise versus rival companies that fail to deal with the repercussion of generational clashes.

The above argument seems to adequately justify the need for a closer look at two major generational theories so as to better understand customary perspectives on generations. Mannheim's Theory of Generations, for instance, mainly relies on a sociological approach toward the concept of generations. It has also proved itself as a very effective tool in dealing with other generation related studies and has repeatedly demonstrated its effectiveness in the field of relevant studies. The second theory that we strived to thoroughly investigate was the Strauss-Howe Generational theory and its categorization of generations as Silent Generation, Baby Boomers, Generation X, Generation Y (Millennials). Although, different researchers have introduced different names and terms for generations, they also seem to have heavily relied on Strauss-Howe categorization of generations.

Karl Mannheim is known in the circle of sociology as one of the influential sociologists of the 20th century. In his essay “The Problem of Generations” he duly discusses his Theory of Generations from a sociological point of view. Mannheim emphasizes on social location and classes factors as dominant variables affecting generational traits and as Pilcher [13, 35] points out Mannheim tends to regard social location as a generational factor that can explain different behaviours and approaches attributed to different generations. To Mannheim, biological factors alone cannot explain the historical and generational changes that predominate each generation; rather it is necessary to look at social and cultural factors that may well justify the commonness of certain characteristics among specific generations. Mannheim was critical to the two 19th century dominant viewpoints on the dichotomy of generations. The first one is known in the literature as the positivist formulation and the second one is traditionally labelled the romantic-historical formulation. Mannheim indicates that generations can be primarily characterized by special behaviour and collectively shared knowledge [44]. He, therefore argues that the positivist formulation that aims to provide a universal law and a general rhythm of generational characteristics, on the one hand, romantic-historical formulation that only attempts the qualitative factors and collective feelings of the generations, on the other hand may not amply provide for a thorough theory of generation [44]. Furthermore, Mannheim argues that development of the distinct generational consciousness and altered approaches depends on social changes [37]. Therefore it is important to consider social, political, economic and historical factors that can help shape and change common generational characteristics and features.

These factors will eventually lead in the development of certain traits and qualities in each generation that might distinctively distinguish it from others. Although, these differences might not be as distinctive as some of the existing similarities among different generations, it is necessary to be aware of them so as to identify the values system and behavioural pattern of each generation, its transformation process so as to

eventually understand how Generation Y is different from its previous generations. For instance, it is believed that the generation that survived the Great Depression is above all affected by economic hardships that helped it shape its behaviour and attitude versus the society and the labour at the later junctures. The economic hardship of the Great Depression made that particular generation more cautious economically. In examining traits and characteristics of each generation, different factors and variables that in one way or another influenced the relevant generation should be reasonably identified and duly analyzed. One may, therefore, soundly conclude that circumstances not only alter the cases, it also alter the character of the generation that outlived that particular circumstance.

In conducting their studies and researches on generational traits and attitude, William Strauss and Neil Howe primarily focused on repeated generational cycles in the American history. Their studies, however, irrespective of its heavy American characteristics, have been widely used by other scholars and their findings could greatly help us understand recurring characteristics and traits of generations. Furthermore, we found that Strauss-Howe categorization of generations also has been widely applied to studies and researches about Generation Y and its preceding generations in other corners of the world namely in UK and Australia. In spite of application of the said theory in different societies around the globe, one may not, however, soundly conclude that this theory can be universally applicable to all countries of the world. Application of this theory to studies conducted in UK and Australia, nevertheless, may imply that this theory has the capacity to be applied to other working environments and other societies that have greater economic and social commonalities such as industrially advanced countries of the west, at least. Strauss-Howe generational theory aims to give a picture of the future by studying “*recurring dynamics of generational behaviour and how and when it results in social change*” [18, 28]. The theory seeks to predict where the society is heading to by understanding characteristics of generational cycles. As stated earlier

they noticed that generational cycles tend to be recurrent and believe that such patterns are recurring. Therefore, it is necessary to look at these cycles as generation cohorts.

Giancola [14] defines a cohort generation “*as a group of people who experience a particular historical or environmental event at approximately the same time in life*”. A cohort generation experiences a group of events that can distinguish it from other generations. Considering the social changes as a continuous phenomenon, then the consequence of events on how constantly they affect generations can be comprehended. For instance, an event that occurs at one point of time can affect not only the generation of its time but also next generations. Today, Strauss-Howe generational theory is widely used in business studies to understand traits and behaviour of different generations in a multi-generational work environment and to diminish cross-generational misunderstandings. As mentioned earlier Strauss-Howe theory helps us to understand traits and characteristics of different generations. They have observed and identified eighteen generations within five generational cycles, which are as follows.

However, since we are looking at current generations who are present in the workplace we will focus on the last four. Strauss-Howe assigns different archetypes to each generation. In their book “Generations” they mentioned these archetypes as: Idealist, Reactive, Civic and Adaptive. However later and they revised the terms they used in their book “Generations” and changed their terminology. In “The Fourth Turning” they called those archetypes as: Prophet, Nomad, Hero and Artist (Strauss & Howe, 1997). Strauss-Howe theory argues that each generational cycle is about a length of human life and these cycles are constituted of four turnings. Each turning has its distinctive characteristics and also shares some similarities with other turnings. There are archetypes for each turning. As stated earlier a cycle is about a human life long so these four turnings stand for four generations within a cycle for period of 80 to 90 years.

Table 1.1

Generational Cycles [37]

The Colonial Cycle	<ul style="list-style-type: none"> ▪ Puritans ▪ Cavaliers ▪ Glorious ▪ Enlighteners
The Revolutionary Cycle	<ul style="list-style-type: none"> ▪ Awakeners ▪ Liberty ▪ Republicans ▪ Compromisers
The Civil War Cycle	<ul style="list-style-type: none"> · Transcendentals · Gilded · Progressives
The Great Power Cycle	<ul style="list-style-type: none"> ▪ Missionaries ▪ Lost ▪ G.I.s ▪ Silent
The Millennial Cycle	<ul style="list-style-type: none"> ▪ Boomers ▪ 13ers (Generation X) ▪ Millennials (Generation Y) ▪ iGeneration or Generation Z

Both theories attempt to learn Generations and be inclined to address generational behaviour and deeds, however, they have diverse approaches in discussing generations. Mannheim's argument, for example, is primarily based on disparagement of the two main 19th century viewpoints and emphasizes on social classes to make clear various traits and attitudes. His studies have been the bases for other social studies on generations. William Strauss and Neil Howe were also greatly influenced by Mannheim's theory and his theory was one of the bases of their argument. On the other hand, the conception of generation in Mannheim's theory that also served as the bedrock of other sociological studies would not help studying Generation Y and their traits and characteristics alone. Mannheim's theory provides a very broad outlook on generation studies. Strauss-Howe hypothesis, nevertheless, is more focused on the modern issues of generations and can be more realistic in helping recognize different generations

performance. As a result, in order to comprehend the work values of generations and to examine their similarities and differences, it is necessary to have an in-depth grip of the Strauss-Howe generational theory. In spite of its acknowledgment in the research circles on generational studies, Strauss and Howe statistics compilation methodology that led to the development of their theory has been under some criticisms also. Twenge (2010) criticizes that some of the theoretical assumptions of Strauss-Howe are not reliably verified. For instance, Lancaster and Stillman (2002) and Tulgan (2009) who have done major studies on generations and their traits and values are criticized by Twenge (2010) to have relied more on qualitative than quantitative data. The Table below highlights major similarities and differences between Mannheim and Strauss-Howe theory.

Table 1.2

Comparisons of the Two Theories

Mannheim's Theory of Generations	Strauss-Howe Generational Theory
<ul style="list-style-type: none"> ▪ Sociological approach ▪ Quantitative studies are necessary alongside Qualitative studies ▪ Focuses on biological, social, and cultural factors ▪ Considers social location and social classes as determinants of behaviour differences ▪ Put emphasis on social changes as a driver of distinct generational characteristics (e.g. Great Depression, World War I & II) 	<ul style="list-style-type: none"> ▪ Has been influenced by Mannheim's theory ▪ Criticized for focusing on Qualitative data more than Quantitative information ▪ Introduces the term generational cycles ▪ Each cycle as a generation cohort

1.2. Information and Characteristics of the Generations

There are different classifications used by scholars, labelling each generation differently and also using different time ranges. Many characteristics are brought by the

change of technology and lifestyle of humanity as the countries became more globalized and open to accepting outside cultures.

Table 1.3

Generation's Birth Years According to Lancaster and Stillman [18]

Generation	Born Between
Silent Generation	1925 - 1946
Baby Boomers	1946 - 1964
Generation X	1965 - 1981
Generation Y	1982 - 2000
Generation Z	2000 -

Moreover, as previously stated, according to the literature reviewed the parameters set out are not in consensus. Two major classifications based on Lancaster and Stillman (2002) and Strauss and Howe (2000) can be seen in following tables. However, to keep consistency in our research we developed our argument based on Strauss and Howe's parameters for the birth years since we utilized their Generational Theory.

Table 1.4

Generation's Birth Years According to Strauss and Howe [25]

Generation	Born Between
Silent Generation	1925 - 1942
Baby Boomers	1943 - 1960
Generation X	1961 - 1981
Generation Y	1982 - 2002

Here both researchers didn't differentiate Generation Z and Generation Y, which later differentiated with afst paced evolution technology.

Silent Generation is also well known as being the “Traditionalist Generation” or “Greatest Generation” for their traits of being a "withdrawn, cautious and silent" [22, 45]. This is the generation with the most working experience and the one that in the near future will be retired. This is the only generation that experienced difficult periods such

as World War II and the Great Depression. The Silent Generation is believed to be the bearer of traits such as loyalty, patriotism, the faith in institutions, and a high work ethic [17, 48]. According to Kupperschmidt [13], this generation value "earning money and saving money" and hence according to Strauss and Howe [37] has turned into a generation of wealth. In comparison to the other generations, they are also generally characterized by their inclination for marriages and establishing families. Among traits and values populated in Table 5, they are also known for favouring job stability and long-term employment.

Baby Boomers as the generation that grew up in the post Great Depression and World War II era comprise the biggest number of the labour power of the world of labour. According to Lancaster & Stillman [24] to a certain extent big size of this Generation affected them into a cruel and competitiveness "for resources and opportunities". Being brought up in a flourished environment they are said to be "very optimistic and responsible for many social movements" [23, 24].

Table 1.5

Traditionalists' (Silent Generation) Traits and Values (Lancaster & Stillman, 2008)

Traits	Patriotic; loyal; heads down, onward and upward attitude; polite; fiscally conservative; faith in institutions; high work ethic; graciousness; experience; keepers of institutional memory; may feel overlooked and unappreciated
Values	Job stability; long- term careers; great reputation; fiscal responsibility; take care of possessions and responsibilities

They value and treasure their careers very much and are not very keen on switching jobs or careers. Strauss and Howe [16] stress that often Baby Boomers are seen as "workaholics", they seek the meaning in life from work and place much importance on their careers. And they are also at the where countries were at war and closed their resources to other countries even if they have potential to global, so many countries

developed rapidly and most didn't. Their core traits being the following: idealistic, optimistic and highly competitive [4-5].

Table 1.6

Baby Boomer's Traits and Values [14]

Traits	Idealistic and optimistic; highly competitive; overwhelming need to succeed; question authority; the "sandwich generation" with elder-care concerns; responding to healthcare issues, divorce, death of parent, kids in college; may be turning inward; have difficulty admitting something is wrong; don't like to ask for help; at risk for burnout; experienced; team-workers; skilled at mentoring.
Values	Who am I? Where did my passion go? Is it too late to get it back? Seek organizations with integrity; politically correct; eager to put their own stamp on things; good pay; community involvement

Generation X is the smaller generation and entered the grownup at the era of "corporate downsizing". In contrast with their preceding generations, they are known to be extra computer savvy and are believed to be more independent. Their independence is maintained to be the result of their breeding environment that left their working parents with no option but to leave most of the time their latchkey kid "behind closed door". As latchkey kids they had to "take care of themselves for hours each day while their parents were still at work" [37].

In comparison to the previous generations, they also tend to desire more of a balance between work and their private life [3-7] found that their rough experience of growing up unaccompanied because of working parents, encouraged them to value family and flexible work arrangements that allow them to balance work with family demands.

According to Lancaster and Stillman, as shown in Table 7, Generation X can be distinguished from other generations with traits such as resourcefulness, their being eclectic and their ease and comfort with change.

Table 1.7

(Generation X) Traits and Values

Traits	Eclectic; resourceful; comfortable with change; self-reliant; adaptable; sceptical about relationships and distrust institutions; high divorce rate; info- highway pioneers; entrepreneurial and independent; innovative; full of energy; fun at work; the generation that “got rid of the box”
Values	Be my own boss; team environment contrasted with entrepreneurial spirit; advancement opportunity

This is the generation that grew up in an environment where technology and social networking permeated [13]. According to Wallace [47] it is also a generation that is considered to be highly educated. Some research suggests that they are peculiar in the sense that they seek or expect frequent and honest feedback in the workplace [22-25]. Sujansky and Ferri-Reed also suggest that Generation Y has the capability and the desire to work within a flexible working environment. The reviewed literature also suggests that Generation Y has "high expectation of pay and conditions" [17]. ILM [27] findings in 2011 also favorably validate such findings. Through his survey ILM established that Generation Y has high ambitions for career advancement. Upon completion of his study, he also concluded that Generation Y needs a different type of managing that has a somewhat resemblance to "coaching". He argued that by coaching Generation X rather than practicing traditional management methods, one might ensure "awareness and understanding that provides members of this particular generation with a higher degree of freedom and autonomy". According to Council of Graduate Schools [9-11] communicators and their conclusion in the related literature, Generation Y embodies many characteristics, traits and views accredited to work that are not established by previous generations. Among other possessions, they are known to have generally manifested confidence, visual, multitasking, and very technology literate. In comparison to their previous generations they are said to more organized, self-disciplined and life-work balance oriented. And this can all be given credit to fast growing technology and

globalized environment they grew up in where they get to experience the difference and mind sets of people from different parts of the world.

On its opposing note, the study of Murray, Toulson and Legg [11] concludes that while comparing various generations, they found more similarities than differences among them. They also stress that “popular press” that often times base their research on stereotypes rather than empirical data, tend to choose a raw and oversimplified manner to deal with and illustrate the complex phenomena of generational behaviors. They also conclude that as being human beings, HR departments do oversimplify and that it is also necessary in order to “cope with reality” [15].

And this can all be given credit to fast growing technology and globalized environment they grew up in where they get to experience the difference and mind sets of people from different parts of the world.

Generation Y also demand and call for constant access to their manager to receive feedback on their work and progress. They are known to be a generation that constantly seeks to gain more knowledge and, therefore, do not relinquish asking new questioning wherever possible. They've grown up questioning their parents, and now they're questioning their employers. *“They don't know how to shut up, which is great, but that's aggravating to the 50-year-old manager who says, ‘Do it and do it now’ ”* . Though, realizing that affectation of their questions could at times cause tension in the workplace, they learned how to seek their end at lowest cost possible. In Strauss and Howe's (2000) now-canonical *Millennials Rising: the Next Great Generation*, the authors identified seven key traits of Generation Y [17-18].

Special. Generation Y is a huge demographic entity and is the generation that was eagerly awaited by their parents. Apart from their own aspirations; this generation is also to fulfil the unrealized expectations and dream of their parents. They are "the largest, healthiest, and most cared-for generation in American history" [37]. The parents of Generation Y greatly sacrificed for the success of their children. It is not only in

America everywhere they are the most care generation but mostly in developed countries, but people from 2nd and 3rd countries also with the help technology and awareness started finding opportunities outside their parameter and started get out of their comfort zone which their previous generations never tried to do.

Sheltered. Generation Y is at present pretty much exposed to the media; it is well thought-out as toughened veterans of the world [3-5]. In fact, this generation, in comparison with other generations, received more protection due to the new regulations aimed to particularly guard children and adolescents during their growth.

Confident. Noveck and Tompson [7] conducted an extensive survey among the people between thirteen and twenty-four years to learn about the nature of happiness among America's young people. This survey found that 72% of whites say they are happy with life in general. Generation Y's are known to be optimistic about their future prospects, especially the economic standing.

Team-oriented. Generation Y'ers have long worked not only in school task groups but also in game task groups and are famous for skill required for collaborative and team work projects. Strauss and Howe [10] have found that Generation Yers are developing strong team instincts and having strong connection with peers. School uniforms and emphasis on group learning are best token to demonstrate their team-orientation spirit.

Achieving. The young adults are believed to be generally more ambitious and are known to have big aspirations and plans for their future particularly about their careers. Based on the research of Strauss and Howe [10], although Boomers were ambitious, but in terms of their motivational characteristics and traits they tend to be more internally driven. The Millennials respond best to external motivators and deliberate degree, salaries and employment trends. And also this generation rate of risk raking and pursuing the dreams increased by many with help of technology and also by the support of their parents.

Pressured. Brought up in an economy considered for the provision of highly skilled labour, Millennials receive the meaning inwardly that they should present for a manifest Curriculum Vita soonest .The concept that competition makes the world a better place to live also has been constantly communicated to them. They learned to believe in the principle of the survival of the fittest and strive to be among the best and the fittest in their study, trade and tasks. Strauss and Howe [14], therefore argue that Millennials “*feel stressed in ways that many of their parents never felt at the same age*”.

Conventional. Born in a high-frequency divorce society, "family" is a keyword for the millennials. Strauss and Howe [10] describe that they are willing to accept their parent values and also tried to incorporate their own ideology, which many cases failed. Millennials are the most transformed generation compared to their predecessors where their physical strain at work was eased a lot with advanced technology but they found difficult to incorporate their parents customs and values with their own ideology and lifestyle, so unlike previous generations their struggle was mental.

Table 1.8

Millennials (Generation Y) Traits and Values [10]

Traits	Aka “The Digital Generation”; globally concerned; integrated; cyber literate; media and technology savvy; expect 24-hour info; realistic; probably have too much stuff to sort through; acknowledge diversity and expect others to do so; environmentally conscious; will try anything
Values	High value on education; high value on lifestyle balance; work is not the most important thing; stepping stone for future opportunities; high tech, innovative; diverse workforce

Generations born in the 1990’s and raised in the 2000s during the most profound changes in the century who exists in a world with web, internet, smart phones, laptops, freely available networks and digital media are considered as the Generation Z . As with Millennials or Gen Y there are some variations in the classification of age cohorts for Gen Z. According to Randstad [16], generation Z includes those born between 1994 and

2010 while according to Bernier [15], they are born roughly between 1996 and 2010. This denotes that in 2017 they are between the ages of 7 and 21.

Generations Z is raised with the social web, they are digital centric and technology is their identity. They are also referred as Generation I, Gen Tech, Digital natives, Gen Wifi etc. They are born and raised in the digital world and what distinguishes them from other generation is that their existence is more connected to electronics and digital world.

Generation Z has the features of "net generation" due to highly developed digital era, which they were born into. They were also characterized as " Facebook-generation" digital natives" or sometimes "iGeneration". Before Gen Z was born technology used improve exponentially but after they are born and while they are growing up that exponential growth multiplied, so their lifestyle also started changing rapidly. The norms of generation Z are poles apart from the norms of the preceding generation. Words, slangs and expressions used by generation Z are rather strange to their parents and the two parties sometimes don't understand each other. While all other generations had to adapt to social media and technology Gen Z are the first generation to be born into it [15]. What's more while Millennials found value in teamwork, Gen Z on the other hand prefer independent work and are indisposed to teamwork unless it is on a virtual level. This tendency to communicate virtually has in turn affected the listening, interpersonal skills and social skills of Gen Z, but the point to noted here is that they are also individually more skilled to have confidence in working alone. What's more Gen Z expect things to happen in quick concession, such as instant promotions and gratification from management or they will lose interest. Stuckey [16] also found that Salary is the most important thing for Gen Z's followed closely by flexibility and work-life balance.

As generation Z was born into the world of technology and they feel good in that world, thus it is primarily important for them to be surrounded by that environment. For previous generations technology was minor or major part of their lives but Gen Z

technology is integrated in their lives. They are always online on any technical device virtually, with no stop. It can be seen through their actions, as well which are in connection with their technical environment and which can appear as a tool or as a background in their life. Other forms of socialization are very difficult for them. Compared with generation Y, the generation Z is not aware of the concept of struggling. They are practical, rather intelligent than wise and they like to take the lead as they are brave. They are more impatient and more agile than their predecessors and they look for new challenges and impulses continuously. Unlike Gen Y there is no struggle here with the previous generations because either they are surrounded by millennials who understand better or the generations are already prepared for this change as they have seen this change in millennials. They are not afraid of continuous changes and due to the world of internet they possess much information, but just to a certain extent. To solve problems, they try to find the solutions on the internet.

According to the Institute for Emerging Issues [12], "the Generation Z is the most ethnically diverse and technologically sophisticated generation. Generation Z has a informal, individual and straight way of communicating, and social networking is a vital part of their lives. They are a Do-It-Yourself generation." In the study conducted by Dan Schawbel [14], "Generation Z tend to be more entrepreneurial, trustworthy, tolerant and less motivated by money than Gen Y. They are more realistic about their work expectation and optimistic about the future." Based on the findings of Generational White Paper [11], "Generation Z tends to be impatient, instant minded, lacking the ambitions of previous generations, have acquired attention deficit disorder with a high dependency on the technology and a low attention span, individualistic, self-directed, most demanding, acquisitive, materialistic and entitled generation so far." Max Mihelich [17] describes that "Generation Z are very concerned with environmental issues, very conscious of looming shortages and water shortages which indicates that they have a high sense of responsibility towards the natural resources." Amanda Slavin [15] finds

"the Generation Z wants to be heard irrespective of their young age." Technology is a part of their identity and they are tech savvy but lack problem-solving skills and have not demonstrated the ability to look at a situation, put in context, analyze it and make a decision [13]. They also appear to be less inclined toward voting and to participating in their communities than earlier generations [35].

The Forbes Magazine has made a survey about generation Z in North and South America, in Africa, in Europe, in Asia and in the Middle East. 49 thousand youngsters were asked [38]. On the basis of the results it can be said that Z generation is the first real global generation. High-tech is in their blood, they have grown up in uncertain and complex environment which determines their viewpoint about work, studying and the world. Arising from their habit, they have different expectations in their workplaces. We can speak about a careerist, professionally ambitious generation, but their technical- and language knowledge are on a high level. Therefore, they are excellent workforces. Employers have to prepare to engage Z generation with regard to speaking to them efficiently, to fit them into the community, the organizational culture and to make them effective employees in the digital age [24].

Employers have to face the fact that this generation will choose a career of their own interest, not because they want to meet demands of anybody. The result of this behaviour is an intrinsic motivation, they have a tough enterprising spirit and they want to influence the world. At the same time, their most important career goals are the work-life balance and a workplace stability. Z generation is not as optimistic as their predecessors were from the viewpoint of the workplace. A part of them worry about unemployment, or if their career can get stuck and they cannot evolve their talent. The members of Y generation are afraid of becoming an adult and of responsibility, and they think the world of work is cold and rejecting. These two generations handle the process of job-hunting negatively because they cannot receive feedback at all. The X generation had a bit easier situation in the labour market, they faced rejection as adults [33].

A virtual world is natural for Y and Z, but a lot of them cannot fit their online life into their offline life. They feel some gap between reality and desires is irreconcilable, and they feel the uncertainty of existence. They are anxious, disappointed, they sit at home and they are waiting for somebody to pay attention to them and to give a feedback to them that was often told by their parents: they are fantastic [21]. Using smart applications is quite widespread among them, and these applications further make their everyday life easier, but faster. Generation Z is just partly present at the labour market, but they surprise their colleagues and the HR managers. The key to the classical market success and at the same time, the requirement of the corporate management is to have people who reach their aim by cooperating and by sharing their knowledge. In order to reach this aim, it is necessary for different generations to cooperate with each other (team work, knowledge sharing), they have common goals, they are devoted to do their job, they provide and ask for help and of course, they trust each other to share their knowledge [20].

Table 1.9

Generation Z Traits and Values

Traits	They always been wired; Internet is life; Initiation to change; self-reliant; entrepreneurial and independent; innovative is a common word for them; makes work fun or makes fun their work; the generation that “there is no box”
Values	Be my own boss; They are justice minded; They are open to faith; They are racially diverse and multi racial; They are more accepting of sexual fluidity ; Whole new opinion about marriage or relations

This generation is characterized by quick shifts. They are named after the name: zappers. They live in a faster tempo than the former generations, if they don't like something such as a workplace they will be ready for sudden change. Changing workplaces is natural for them. They make off without compromises; they don't want to be stuck at one place.

This may strengthen nowadays trends. According to Martin and Schmidt [20] one in four employees intends to leave his/her workplace within the year, one in three high-

potential employees admits to not putting all his/her effort into his/her job, one in five employees believes his/her personal aspirations are quite different from what the organization has planned for him/her and four out of 10 have little confidence in their co-workers and even less confidence in the senior team. According to another research [20] only 45% of the employees say they are satisfied with their jobs—down from about 60% in 1987.

Gen Z members say money is the most important motivator. Gen Z are motivated by social rewards mentorship and feedback programmes over monetary rewards. Salary is the most important thing for Gen Z's followed closely by flexibility and work-life balance. Gen Z value rewards such as advancement opportunities over being highly compensated. This is also evident from research carried out by the Millennial Branding Website cited in Mitchell [21], which found that only 28% of Gen Z ranked money as their most important reward compared to 38% stating opportunities for advancement. As with Gen Z, they will choose careers based upon their own interest and are intrinsically motivated by the work that they do with aspects such as job security and work life balance important rewards to them

Gen Z take a stand on an issue that's important to them, such as human equality: gender equality, racial equality, and sexual orientation equality. Show them you know them. Value their opinions and input. Treat them like people (not just kids)—like valued collaborators with your brand. Engage and inspire them, and let them inspire your brand. Be completely transparent and authentic to earn their trust. Operate with integrity. One of the best ways for marketers to reach Gen Z—and they can smell BS from a mile away—is if the messages are coming from people they trust, who tend to be influencers. Those are the opinions of the people that they trust; they see them as themselves and as their friends. A lot of times, these influencers on social media rise to the status of fame by interacting with their followers. They're not celebrities sitting in their golden castles, talking down to kids. They're having conversations with their fans and followers.

1.3. HR challenges accordance with the basic provisions of the theory of generations

Below two tables were made to show the determining characteristics which play the most important role in both daily life and in the life of a successful company as well. These characteristics arise most frequently when attention is focused onto the kind of behaviour expected if the generational differences are to be addressed.

Table 1.10

Different generational characteristics from a viewpoint of teamwork and knowledge sharing Source: Tóth-Bordásné & Bencsik, 2011.

	Baby -boom	X generation	Y generation	Z generation
Teamwork	Knowledge sharing	Natural environment (multinational companies)	Belief in the success of common effort	On a virtual level (only if forced)
Knowledge sharing	Willingly, voluntarily	It is based on mutuality and cooperation	Only in cases of self interest or if forced	On virtual level, easily and rapidly, no stake, publically

Although the traditional HR activities have developed in methodology a lot recently, they remained at their original fields, such as recruitment, employing, performance evaluation, developing motivation and payment systems, career management, etc. The requirements of the youngest generations rewrite these activities radically. Not only the mentioned fields, but their tools mean challenges for the HR.

Table 1.11

Generational behavioural characteristics of different age-groups Source: Bencsik & Machova, 2016

	Baby – boom	X generation	Y generation	Z generation

View	Communal, unified thinking	Self-centred and medium-term	Egotistical, shortterm	No sense of commitment, be happy with what you have and live for the present
Relationship	First and foremost personal	Personal and virtual networks	Principally virtual, network	Virtual and superficial
Aim	Solid existence	Multi-environment, secure position	Rivalry for leader position	Live for the present
Self realization	Conscious carrier building	Rapid promotion	Immediate	Questions the need for it at all
IT	It is based on self-instruction and incomplete	Uses with confidence	Part of its everyday life	Intuitive
Values	Patience, soft skills, respect for traditions, EQ, hard work,	Hard work, openness, respect for diversity, curiosity, practicality	Flexibility, mobility, broad but superficial knowledge, success orientation, creativity, freedom of information takes priority	Live for the present, rapid reaction to everything, initiator, brave, rapid information access and content search
Other possible characteristics	Respect for hierarchy, exaggerated modesty or arrogant inflexibility, passivity, cynicism, disappointment	Rule abiding, materialistic, fair play, less respect for hierarchy, has a sense of relativity, need to prove themselves	Desire for independence, no respect for tradition, quest for new forms of knowledge, inverse socialization, arrogant, home office and part-time work, interim management, undervalue soft skills and EQ	Differing viewpoints, lack of thinking, happiness, pleasure, divided attention, lack of consequential thinking, no desire to make sense of things, the boundaries of work and entertainment overlap, feel at home anywhere

New and previously not used solutions should be used such as developing satellite workplaces, hot desk, shared desk, open space, break out, mobile centre, green HR, activity based working, developing business partners, etc. All these activities strongly

relate to the behaviour of the above mentioned new generations and to the changes in the requirements.

Market competition, staying alive and the need to get and to share knowledge mean significant stress towards the direction of change, which will become the basic principle of the competitive operation in the future.

Table 1. 12

Challenges of the HR in the light of different generational characteristics

Source: [16]

	Baby - boom	X generation	Y generation	Z generation
Incentive/ motivation	Promotion opportunity, new paths, fixed work place	Status, materialism	Individual freedom of movement, opportunity to make decisions, competition, self- realization	Immediate remuneration, freedom, non- commitment
Performance evaluation	Fact based, correct, based on the past	Future-oriented, active participation, goal setting, career planning	Future-oriented, direct feedback, discussion, talent management	Own limits not recognised, selfconfident, values and self-image is distorted
Training, learning, development	Traditional education system, experience, holistic	Flexible, shorter learning time, trainings, mimicry, interactive, flexible, just in case	Rapid, individual, based on IT, alternative, just in time	Based on interest, informal learning
Conflict Management	Avoids or deals with	Willing to compromise	Opposes	Provokes conflicts, but either does not follow through or reacts aggressively

The HR fields have to be prepared for these challenges. Table below represents an extract of the necessary changes depicting the features, which are important from the aspect of the present research. Of course the HR challenges will not stop at this level.

Further theoretical and practical examinations are necessary in order to adapt the present changes to the corporate practice. The table summarizes the most important HR challenges, which have been in the focus since the new generations appeared at the workplaces. It aims to show that the methodology which supports collaboration and knowledge sharing in these critical areas can be successfully realized if the characteristics of different generations are kept in focus.

It goes without saying that accomplishments always depends on the level of groundwork, on the leadership style and on other conditions. This means that the challenges, as introduced in this chapter, faced by corporation HR departments should not be ignored and it can be of great help to know the kin of employees and the emotional luggage that they carry with them. If these factors are kept in mind, generational problems can be alleviated. If the trust is time-honoured, then collaboration and a more supple form of knowledge sharing will tag along and will contribute to the successful, competitive management of a company. It is worth taking a look into the family milieu of future colleagues, key personnel and managers whilst haulage out the more well-known HR processes such as training, the manager selection process, skills management and career planning. Building and maintaining an atmosphere of trust where collaboration, knowledge sharing can thrive, considered as the key factor to company success and competitiveness, all depends on the behaviour of those who have either experienced, or indeed never felt, the power of trust. Based on the above presented generation features and HR challenges the question that motivated the research of the authors was asking how to reveal, motivate or perhaps influence the two youngest age groups' workplace attitudes, and their willingness to help and to cooperate by the tools of HR. The test of practical life gives the following results.

CHAPTER 2

RESEARCH OF THE HR RECRUITING PROCESS IN ACCORDANCE WITH THE MAIN PROVISIONS OF THE THEORY OF GENERATIONS

2.1. Research Philosophy and Instruments of research of the HR recruiting process

This chapter describes the research methodology that is used to examine the work place changes that have been brought by Gen Z and motivation of Gen Z. The aim is to highlight the rationale of the methodology under taken while also highlighting the individual research objectives of this dissertation. This chapter will begin by presenting the philosophical basis of the research methods chosen. The research design and measures will then be highlighted. For the final element, the data collection methods and analysis will be explored along with an investigation of the sample population. Finally, a description of the ethical considerations and procedures will be described.

According to Collis and Hussey [14] a research philosophy or paradigm is a philosophical framework that influences how research should be managed. Further to this there are two main types of research paradigm's which researchers need to understand: Positivism and Interpretive.

Positivism is a paradigm which denotes that reality is independent of us and that research goals should be created to assist in discovering the laws of the universe and its associated truths [9]. Within Positivism there is an assumption that social phenomenon is measurable and so it associated with the quantitative methods of analysis [19]. Interpretivism on the other hand, was created in criticism of positivism and asserts that reality is in our minds and is subjective and so it involves the interpretation of qualitative research data [19]. With this research in mind a positivist paradigm reflected by quantitative methods will be utilised as we attempt to measure the importance of

monetary rewards to Millennials and Gen Z while also determining if they are intrinsically motivated by their work.

Within the constructs of the positivist paradigm is realist research and is important for the objectives of this research. Realists recognise the subjective nature of research and understand that aspects like employee motivation cannot be measured in the same way as other practices such as chemical processes [4]. While realist research will still try to measure and quantify aspects there is recognition of opposing research and so the researcher offers generalisations rather than predictions.

In accordance with the positivist paradigm an epistemological assumption of valid knowledge is appropriate. According to Collis and Hussey [19] this means knowledge originates from observable and measurable occurrences therefore the researcher remains distant and independent of data.

In order to complete the proposed research questions and in accordance with the quantitative methods this research will follow a deductive approach. According to Collins and Hussey “*deductive research describes a study in which a conceptual and theoretical structure is developed which is then tested by empirical observation; thus particular instances are deduced from general inferences*” [9]. In other words, the research aims to assess an already formed theory [19].

In my research we used two types of strategies to gather the data, which are interview process and questionnaires. Interviews are used to gather information on work place changes brought by Gen Z in an organization and questionnaire is used to gather information on motivations of Gen Z. Participants were selected through a purposive sample and then interviewed and given questionnaires using an in-depth semi-structured format.

To facilitate the collection of appropriate data on work place changes in an organization we employed interview, to capture the experiences of expertise who faced

the changes in when millennials started their work and also from the various team leaders of organization.

To facilitate the collection of the appropriate data required for this research on motivations of Gen Z , a questionnaire was deemed the most suitable instrument to utilise. In accordance with the positivistic methodology of the research a questionnaire *“is a lot of carefully structured questions, chosen after careful considerable testing, with a view to eliciting reliable response from a chosen sample”* [45]. The data collected from the questionnaires will then allow of an examination of the various different aspects set out in the research objectives.

Structured interviews are the best fit for this research since it is a practical and efficient way of collecting data such as emotions and perceptions that cannot easily be observed thus allowing existing themes to emerge through dialogue. Other advantages of this technique include the flexibility of when and how questions are presented, the openness for participants to answer in their own terms, and the opportunity to discuss and clarify complex questions .

Once the sampling strategy was established and the participants were chosen, data was collected through a series of in-depth semi-structured interviews. The flexibility of this interview format allows conversations to be loosely guided using an interview protocol, open-ended questions, and a series of probes. This is done in the interest of achieving in-depth responses and uncovering various themes. When conducting semi-structured interviews, it is recommended that a protocol be developed in advance to guide the interview process, prioritize research questions, and ensure consistency. To clarify what we are discussing here, so that they don't the mix the opinions of millennials and Gen Z and we also clarified that we generally categorizing people born after 1995 as people of Gen Z. They have some conflicting opinion and some said they find it hard to differentiate but we have explained what we think or what we learned from our literature study to get them more into our track. This guide contains a subset of

topics, open-ended questions, and probes to produce a guided conversation. Nonetheless, the structure of the interview guide varies depending on the researcher. Some include carefully crafted questions while others simply list topics to be followed. In either case, the topics that direct the interview protocol are based on the research question and are intended to lead the conversation without implying a fixed response. Interview protocol is attached in Appendix A.

A questionnaire was deemed the most suitable research method for collecting the data required for this research. Within much of the literature reviewed on this topic, questionnaires were widely utilised by other researchers. Questionnaires allow for much more honesty from respondents as they assure anonymity. What's more, the respondents to the questionnaires are entirely voluntary. Using the qualitative method of interviews or focus groups would not have been as beneficial to this research as it would not have allowed for as large a sample. Thus, it would have been significantly less representative of the sample under study.

A formal standardised questionnaire was utilised for this research as the data is to be analysed statistically by the researcher. The questionnaire comprised of questions utilising scales and measures from the literature surrounding motivation of Gen Z.

For this research, Web based surveys are the most efficient as respondents can complete the survey at their leisure and transmit their responses electronically. Before the questionnaires went live on social media, the questionnaire was piloted by three separate individuals within the Gen Z. This was done to ensure the questionnaire was easy to engage with and understand. The three respondents agreed that the questions were quite straightforward and suited the objective of the research. Each survey had a supplementary consent letter, clarifying the nature and purpose of the research while also highlighting the complete anonymity of the respondents. A copy of the consent form and questionnaire can be found in Appendix B and C.

For interviews we approached multiple HRs and team leaders from organizations but only given permission for only 8 but the valid ones are only five. So, our data for interviews constitutes to five in which two of them are HRs from two different companies (let's say company X and Y) and three are Team Leaders, two from company X and one from company Z.

Here anonymity is maintained with the pursuance of almost all the candidates, so we addressed the samples as HR-X, HR-Y, TL-X1, TL-X2 and TL-Z.

Here both company X (an MNC in India) and Z (medium sized tech company in US) are software-tech companies and company Y (medium sized company situated like Linkdin in india) is a third party recruitment consultancy firm.

Both companies X and Z are selected in accordance with the fact that it is known fact that software-tech companies are fastest growing and rapid changing work environments of this generation. Company Y is specifically selected because as a third party company who works between workforce and companies, they witness day to day requirements and organizations and the needs of oncoming workforce Gen Z. The Data was collected through either face to face interviews conducted via online skype or via direct telecommunication calls.

A formal standardised questionnaire was utilised for this research as the data is to be analysed statistically by the researcher. The questionnaire comprised of mostly by multiple choice questions (yes or no) and measures from the literature surrounding motivation, rewards and various choices Gen Z faces when joining work. To begin the survey there was three classification questions which essentially provide information about the participant like name, age and occupation to indentify the demographic sample of our data. The next set of 13 questions was with regards to the motivation of respondents and utilised a standard YES or NO questions. This allowed for simplicity for both the respondents and the researcher. And these survey taken using the website <https://app.surveypplanet.com/> and sent to respondents using the hyperlink generated by

this website and this link can be opened in any device and fill in the survey which is easy for both researcher and respondents.

2.2. Interview and questionnaire process of research of the HR recruiting process

As mentioned above in chapters that research is divided into two parts that is interview process and questionnaire process. Now we write our findings in two different parts, those are findings from interviews and findings from questionnaire and the answer to the formulated researched problem question will be presented in different parts. The data analysis phase began following the transcription of the semi-structured interviews and then the parts of answers formulated follows, further followed by questionnaire and then their parts of answers formulated follows

In interview we asked various questions and tried to direct their answers to get our required data and conformation of our hypothesis. Now below we tried to verbalise our important questions and their opinions concerning our hypothesis.

Question 1 - Have got in touch with the new Gen Z work force yet? and how do you think they are different from millennials ?

This question was posed to make them understand and clarify what we are discussing here, so that they don't mix the opinions of millennials and Gen Z and we also clarified that we generally categorizing people born after 1995 as people of Gen Z. They have some conflicting opinion and some said they find it hard to differentiate but we have explained what we think or what we learned from our literature study to get them more into our track.

When this question was posed almost everyone said they identify the new young force to be little different from the workforce they have seen last 7-8 years. Especially both HRs has more to say in this because they were the ones we came in contact with

more that TLs who said they are familiar with very few people as they are just starting to work since this year or last but they have met many outside their work environment.

HRs say that they interviewed many recent in recent months so they can see the difference in coming up generations and they also think that changes might occur to work environment as coming-up workforce are more spirited, open-minded, competitive and 'they know what they want as they don't want others to be in control of their lives'. They also said they aren't as collaborative as millennials but they are more competitive or to say more entrepreneurial in nature. In their opinion they are more eager to rapid change of life and doesn't want their life to slow paced. When asked why do they think they are more entrepreneurial in nature they speculated that when the big recession hit about 10 years ago, Gen Z was young enough not to be personally affected financially, but many of them were old enough to remember their parents struggling. As a result, they're more pragmatic and if that means they have to shape their own futures, they'll be glad to do so.

TLs followed up by saying that they think Gen Z are more tech savvy than their millennial siblings which works in their favour in the contemporary workplace, which is currently ushering in the industrial revolution 4.0. They will expect information to be at their fingertips instantly as they have never known a world without a smart phone. With last sentence we followed up our next question about the skill gap of Gen Z.

Question 2 - How do you think skill gap is for Gen Z work force

With this questions HRs have the same opinion as they voiced their concerns saying that the skill gap is huge. Though the with their tech knowledge better than their predecessors but their interpersonal skills have worsened with integration of technology in their personnel lives. They think these digital natives may bring an unprecedented level of technology skills to the workplace, but there are some apprehensions about their ability to communicate and form strong interpersonal relationships. Technology has impacted the development of cognitive skills, including intellectual curiosity, among the

next generation, creating the threat of skill gaps when they come into the workforce en masse. A shortfall in highly cognitive social skills such as problem solving, critical thinking, and communication, could be particularly evident.

TLs also has the same line of thought as they said they are more of individual players and more inclined to work individually and they want to use tech to their advantage in doing things like for example; in last 2-3 years people more and more started applying for 'work from home' programme but those were at least 2 or more experienced people but recently joined younger workforce not even made effort to adapt to work environment but started to utilize 'work from home' to their advantage. They find that though these people are working on a project as a team, there is no comradely feeling amongst them.

Here TL-2 who is belongs to upper millennial generation made an interesting notion that Gen Z skill set in technology has different for entry level jobs when compared to their predecessors as he says that technology is crowding out entry level jobs which millennials and Gen Y did when joined entry level jobs. He said with the increase use automation and the proliferation of technology are reducing the need for human intervention in many basic, routine tasks, the very activities entry level professionals used to focus on. So he thinks entry level jobs of Gen Z professional are requiring higher-order critical thinking and reasoning.

With that we followed up with our next question :

Question 3- Is there a need for companies to redesign their entry-level work ?

HR -Y who works for a third party recruiting company readily answered this question saying that it, there is of course a need for that as in this present job market with increase usage of automation in companies the skills required for entry level jobs has become more demanding and coming up generation faces the pressure to amp up their need for gaining more knowledge but they can't avoid the problem facing the fact that theoretical knowledge they are gaining is in not necessarily as green card from the

companies. He says in present times most organizations aren't training candidates because of cost reduction and looking for experienced people so that Gen Z faces more road blocks which is not looking good companies as most of them are turning freelancers, hence in the long run companies may lose more money by employing them than gaining from training their own employees. And he thinks there is a need for programmes like increasing their inter personnel skills as they lack them the most and they are used to communicating via mobile or other devices and not cut out collaborations with directly. And he says it also doesn't may happen because in some industries such as manufacturing industries, construction field, and pharmacy or med industries as things need more time for change in those industries as they seen it happened with the millennial generation where change took place slower than other industries. When asked about which industries might change fast they predicted that software industry, retail and education institutions may apply these changes fast.

HR-X also agreed with the fact that there is a need for changes. He thinks that since most Gen Z are entrepreneurial in nature they are tending to hoping companies more often than average millennial and they aren't gaining any sense of belonging. He says companies need to make the employees feel a belongingness or motivate them using various methods, not just monetary motivation so that companies don't lose some of their future potential employees. This includes re-evaluating traditional approaches to employee acquisition as well as job assignments, employee development, and influencing overall organizational culture. And he says there is a need for more like personality development training sessions, as there is a thin veil between their predecessors and them where both of the generations have contradicting personalities which lead more conflicts in office space. He thinks companies need to find a more ways to build that gap between them and senior management should also be involved as they have more experience in dealing with millennials. And companies should make the work environments more to their comfort and liking and conduct some activities so that

they stay in the company for long term and don't hop on to other companies very quickly since this Gen Z doesn't get motivated by solely by money unlike their predecessors.

Question 4-So there can also be some training that might be removed in near future ?

In TLs opinion, upcoming workforce were applying for the jobs are really good at the required skill set unlike millennials who just knew basics and trained by the company for deep knowledge, so they think entry level training programmes on technical skill is not needed and if they need something to learn for some they can just self study using the available online resources that abundantly available nowadays.

HRs articulated that upcoming Gen Z has very good language proficiency, though they are bad inter-personnel skills. Despite the fact that very few companies are still providing training on language they said it still need to addressed. They also think that employees training for of shore jobs may also be not needed since Gen Z is more well accustomed or well known through various media outlets and internet, unlike millennials who are new to that still adjusting at point of time when companies went global. And that also applies to expat training.

Our research question is that whether the up-coming Gen Z will bring changes to current workplace environment. From the opinions given by the professionals, we may deduce that it may happen

2.3. The results of questionnaire process of research of the HR recruiting process

This section reveals the results of the quantitative survey through questionnaire which was utilised for this research as discussed in the earlier Research Design Chapter. The research concentrates on respondents within Gen Z. The participants were asked questions based on motivation and the associated rewards which impact them. First we asked enter email (which is optional)before starting the survey. A demographic

description will introduce the participants highlighting their name (most of the tried to be anonymous) age and employment status. Since most of them are Yes or No questions we produced pie charts for further understanding of this understanding of research.

Question 1, 2 and 3 : Demographic information

As stated in the Research Design section a total of 50 responses to the questionnaire would be sufficient to fulfil the research. Of the 50 expected respondents, all the questionnaires were completed and submitted. We didn't add section gender corresponding section as we tried keep it generalized approach and doesn't want to get our research to deviate from research objective. Our first section is 'name' and this section has nothing to do with our current methodology but just to confirm the authenticity and no double entries.

Our second question, for the purpose of this research it was important that the researcher made contact with a relative correspondents which belongs to Gen Z (born in between 1996-2010).

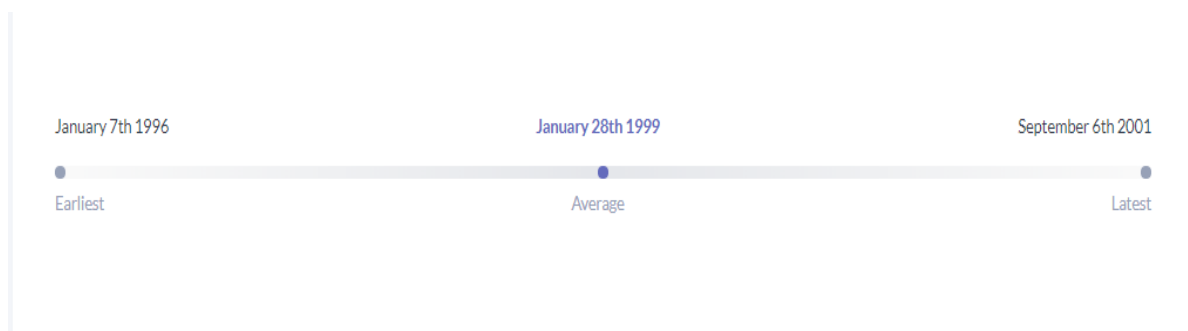


Fig. 2.1. Answers of respondents to 1-2 questions

According to the data collected, oldest person among the respondents born on January 7th 1996 and youngest is September 6th 2001. And the average age of our respondents born in January 28th 1999. For respondents before 1995 we didn't collect our data from them because it is not necessary to our current objective.

Our third question is about employment status of respondents. While this is not necessarily applicable to this research question it is interesting to note that 76% of our respondents are students, 12% are employees, 8% are just out of college and 4% (which are 2 people out of 50 people) are working as freelancers or self-employed.

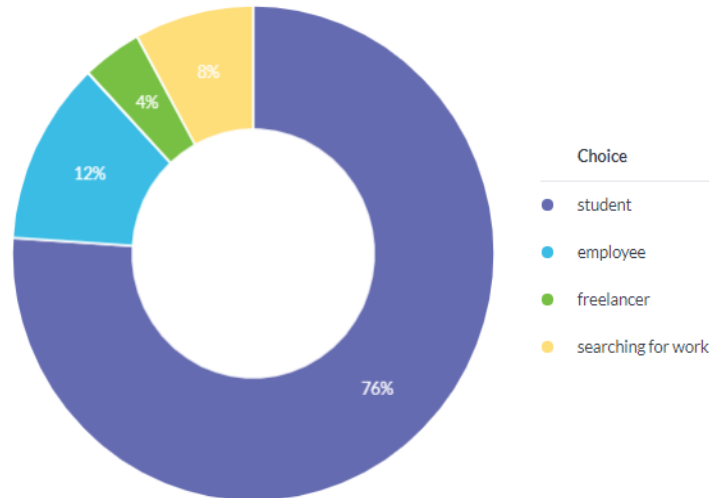


Fig. 2.2. Answers of respondents to 3 question

Question 4 : As a personnel of Generation Z, do you find your generation different from Millennial generation ?

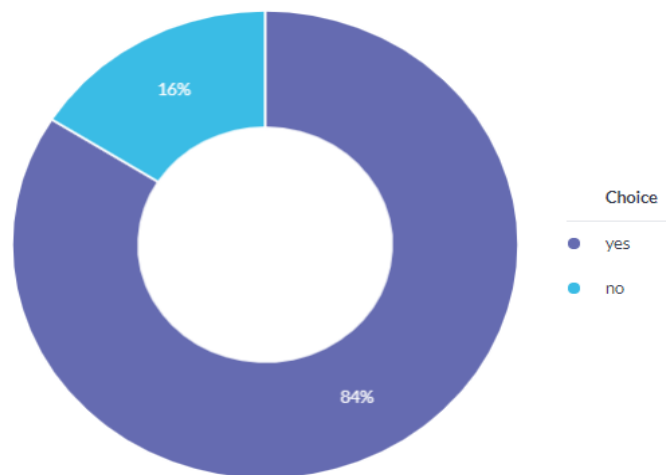


Fig. 2.3. Answers of respondents to 4 question

According to data given to us by our respondents 84% of the identify themselves Gen Z, which are different from millennial and 16% identify themselves as millennial. Though others such as their predecessors still include them in millennial generation but they think their behaviour and some traits are different from millennial.

Question 5 : Do you like your work to be innovative ?

This question seem that it is not directly related to the information we need but it is. When people tend to more innovative then people tend to be more ambitious and people consist of more dreamers and these kind of people not necessarily do things for money, hence we can also say that their primary motivation not necessarily be money. And people who tend to do things do things for more freedom and doesn't want to be hold by corporate norms and do things on their own terms. These people are not like their predecessors who work for money, but they work for work satisfaction or want to achieve what they want to do and also find money in that.

Now when it came to the data, 92% of our total respondents are like to do the work which is innovative and 8% think otherwise. But we are not considering them to do boring work, it's just that their motivation might be still be otherthings.

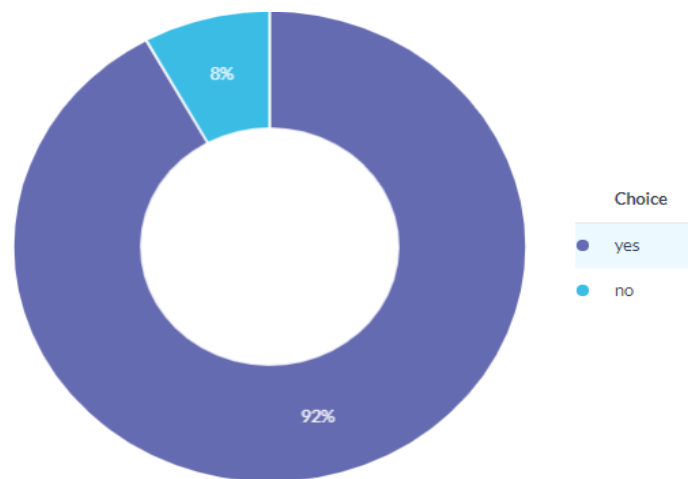


Fig. 2.4. Answers of respondents to 5 question

Question 6 : Do you like to work in a company which has no reward programme ?

As we have discussed in Literature study many researchers already predicted that Gen Z which is free spirited may follow their heart and not necessarily money. Many people in the workforce are not necessarily have to be motivated by companies and still work for the company with so other goals or aspirations in mind. So this is just the indirect question to know whether they will join the company for the motivation of rewards offered by companies or just their own aspirations. According to the data collected 64% of this Generation may not necessarily work for the companies that doesn't have reward programme and 36 % of them have are willing to work even if there is no reward programme

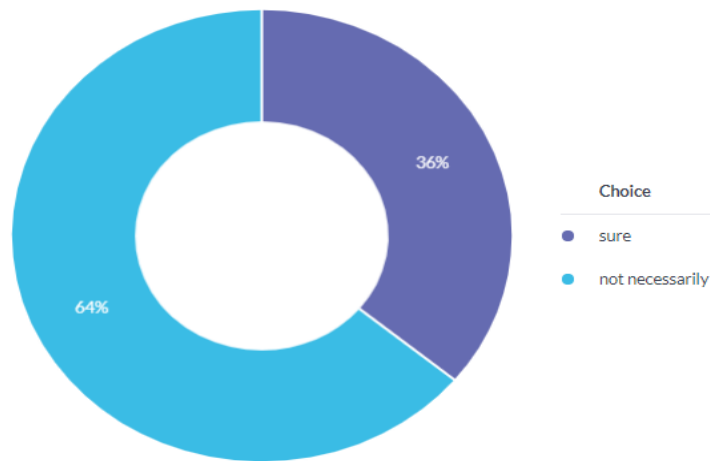


Fig. 2.5. Answers of respondents to 6 question

Question 7: Are you willing to work in a company which gives you no job security ?

This is also like question 6 which indirectly serves our objective to further delve in to their minds. Because in Generation Y generation most people's priority or job motivations is job security and this particular motivation further carried by the millennials. This kind of motivation is mostly was observed in Asian countries and some western countries which is why Government jobs are hot potatoes for them even in Millennial generation, because in most countries government are seen as most secured

jobs than any other. From our data provided by respondents we can see that 68% of them not willing to do jobs which provides no security and 32% doesn't care about it.

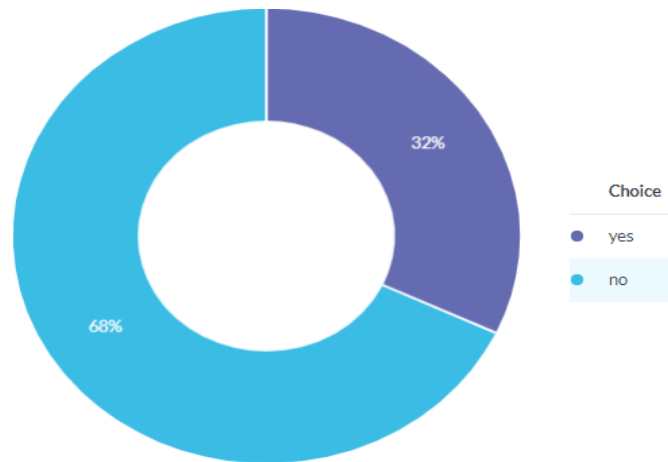


Fig. 2.6. Answers of respondents to 7 question

Question 8 : Would you like to work in a company which has more interesting and fun work environment but pays less money than other companies ?

This question is posed to find out about the priorities of motivation. As we have already discussed Gen Z like to sort their priorities in a more balanced manner and not money or something else. So this question gives us the answer to that.

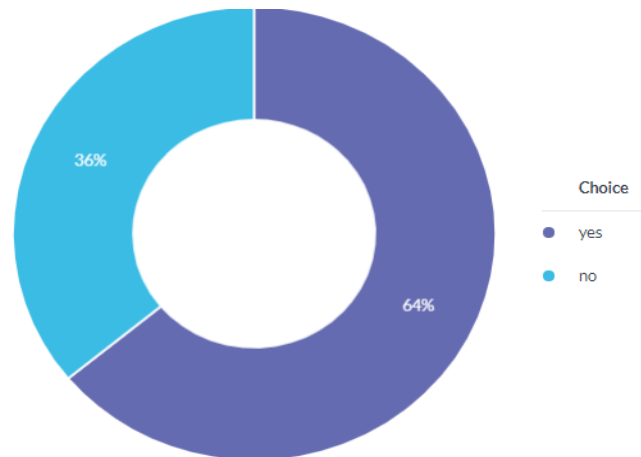


Fig. 2.7. Answers of respondents to 8 question

From the survey we can see that 64% of our respondents choose fun work environment over money, where 36% choose more pay grade over fun work

environment. It doesn't necessarily mean that they always choose money over others, but the choice definitely mean that their motivation priority for money is greater.

Question 9 : If your job is challenging and gives you a sense of responsibility, will you perform even if the salary is not as good as a perceived equal ?

There are always a kind of people who likes a sense of responsibility, which also gives people more work satisfaction and drives them towards work. These people are also become good managers in future if nurtured well by the company. According to our data even if they don't earn as much as their perceived equal 68% of our respondents like to perform better if the job is more challenging enough and 32% thinks otherwise.

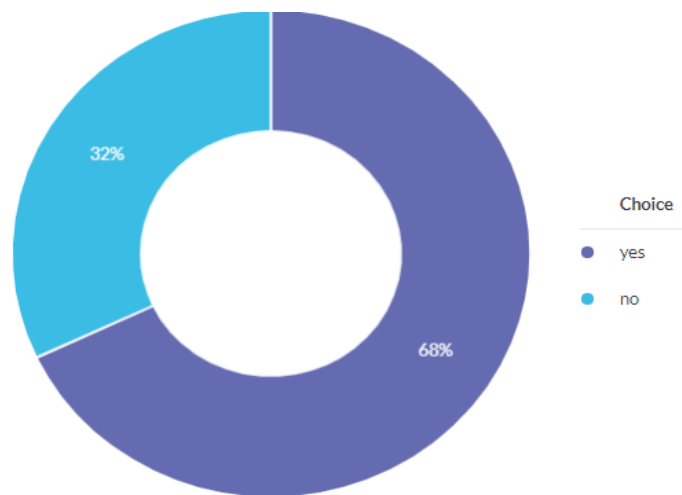


Fig. 2.8. Answers of respondents to 9 question

Question 10 : Is recognition from management is more to you ?

"What really matters in the workplace is helping employees feel appreciated."

- Dr. Ashley Whillans

"Employee recognition is the timely, informal or formal acknowledgement of a person's or team's behaviour, endeavour or business result that chains the organization's goals and values, and which has clearly been ahead of normal expectations.

Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is

valued by others. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. And humans are all prideful beings and they really care for some praise for the hard work they have done and money itself can't satisfy our inner ego.

Praise and recognition are essential to an outstanding workplace. People want to be respected and valued by others for their contribution. Everyone feels the need to be recognized as an individual or member of a group and to feel a sense of achievement for work well done or even for a valiant effort. Everyone wants a 'pat on the back' to make them feel good."

According to the data 68% respondents out of all value the acknowledgment given by the management and 32% of say that they doesn't really care..

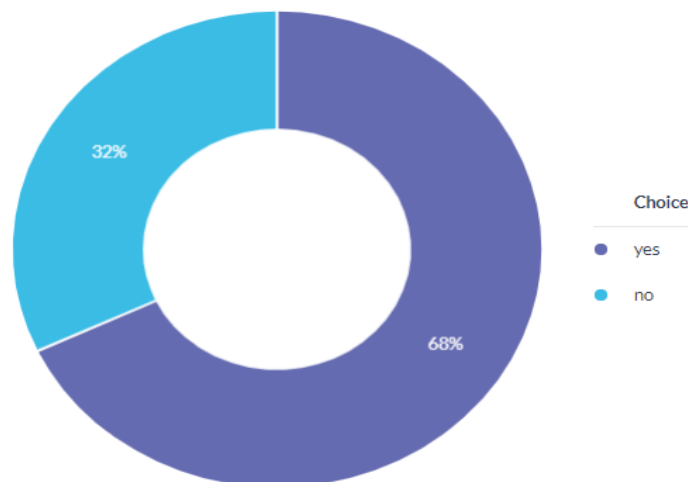


Fig. 2.9. Answers of respondents to 10 question

Question 11 : Is flexible working environment important to you ?

Before Millennial generation flexible timings system is a fable and people in this generation maintained strict timings of working hours and in Millennial generation people started working overtime to compensate for other schedules or for personal or office meetings. In this 24/7 service generation day is not just for working and night is not just for sleeping. And in this generation where companies went global, there are

projects where people from time zones work on a single project. So both companies and people need flexible timings to incorporate their busy and chaotic schedule. From the data given by the respondents, a whopping 92% of people thinks flexible working environment is important and 8% of them thinks otherwise.

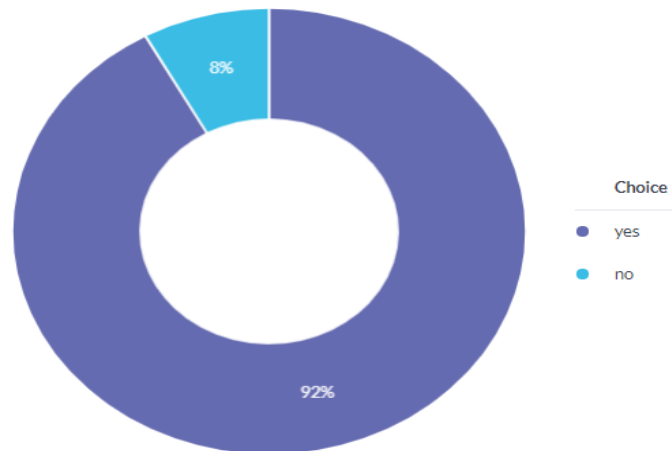


Fig. 2.10. Answers of respondents to 11 question

Question 12 : Do you feel decision making as a burden in your early days of work ?

This question is asked based on the human behavioural analysis as all people who join the company are not extroverts and there will be also introverts who need some time to settle and feel comfortable. In these recent years there has been many discussions regarding employee involvement in decision making but all of them are not natural born thinkers and some people can make better decisions when they understand the work more and more about the company or work culture. And some people aren't suited for decision making as they are that smart enough in those high level stuff, also these types of people are more of a kind . When employee involvement is enforced from day 1 not everyone is comfortable with it and they take more pressure when they see their colleagues hitting right off the bat and management can also unknowingly show some prejudice which is

bad in some situations as that might lower the moral of these people. According the data received 56% of respondents decision making in early is a burden and 44% thinks otherwise.

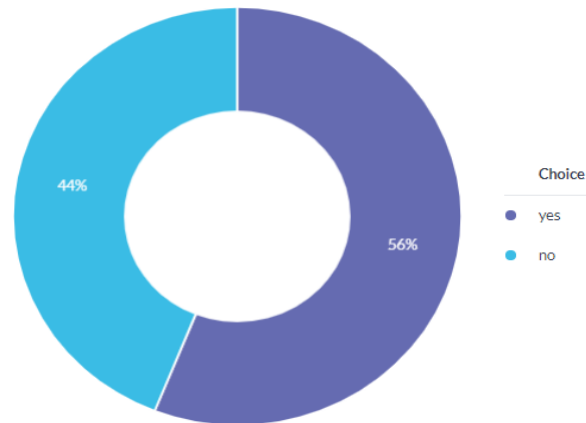


Fig. 2.11. Answers of respondents to 12 question

Question 13 : Would you prefer challenging work over fun work environment ?

This question is nothing to do with monetary reward or other rewards, this is related to the free spirited nature of Gen Z.

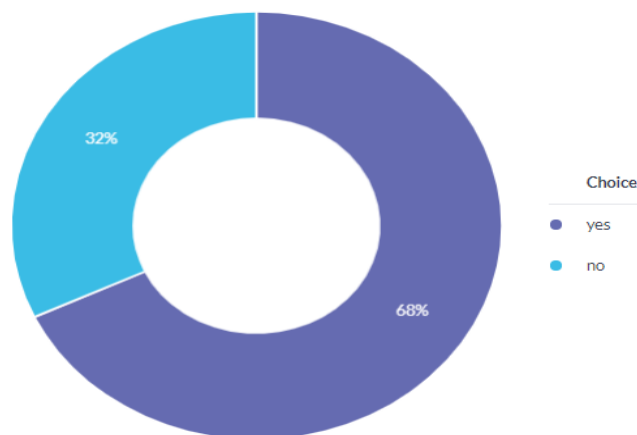


Fig. 2.12. Answers of respondents to 13 question

In this Generation these people live life on their own terms. And many people in this generation thinks that life has to lived before retirement unlike their predecessors

who works their ass off until retirement and lives the rest of their life with regrets. Data collected from respondents shows that 68% prefer working in a challenging work environment and remaining 32% prefers working in fun working fun.

Question 14 : Would you choose monetary reward over all other rewards ?

This question specifies that when there are there are different types of rewards available to the respondent will he choose monetary reward everything else. The answer to this question tells us the first priority of many people when they choice to choose from different things available. Respondents given their opinions as 64% chosen monetary rewards over all others and 36% opinionated that their first priority is something else.

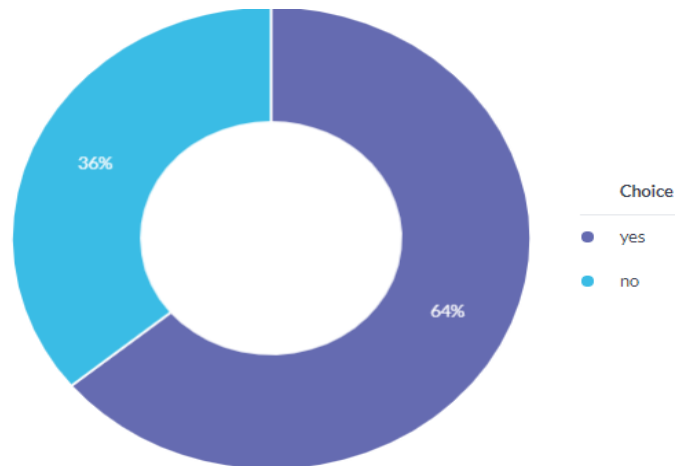


Fig. 2.13. Answers of respondents to 14 question

Question 15 : Will monetary rewards alone would motivate you to work harder ?

In many cases monetary rewards alone doesn't motivate a person because in many researches, researchers proved that the type motivation a person changes from time or it depends on situation. And in some cases people doesn't money alone doesn't drive a person or we can also say that a person can have multiple needs which drives him/her. So we asked this question as kept in mind the above opinion. From the data gathered we see that 35% person say monetary rewards alone is sufficient and 64% says otherwise.

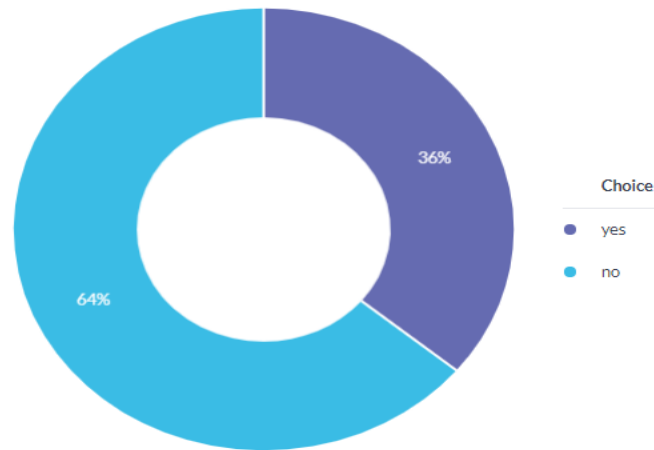


Fig. 2.14. Answers of respondents to 15 question

Question 16 : Are you open to work in an entirely different stream which is entirely unrelated to your college degree or education but you are good at it innately ?

There are many who divert from their studies and do jobs which are different from what study because students usually are unaware of the work place environment skills. They are skills you posses and many skills you need in work place environment..

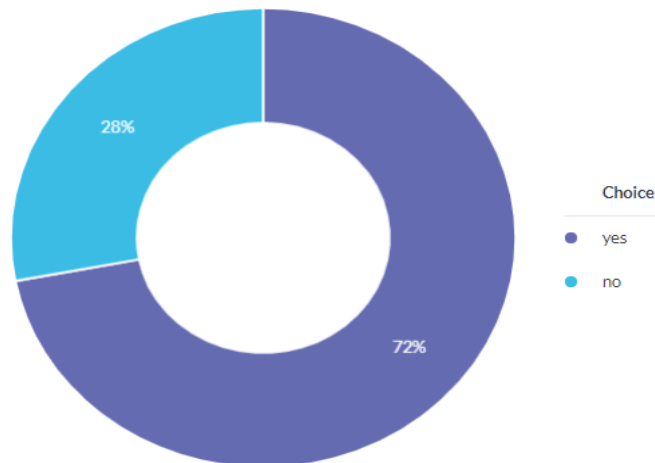


Fig. 2.15. Answers of respondents to 16 question

So we asked this question to find out whether the students would take risks and do what they are good at or do what they are trained doing. According to the data gathered from the respondents says that if they find the jobs they think they are really good at

72% of them are willing to change jobs regardless of their college degree and 28% said that they are unwilling.

Question 17 : When you start working, do you think you will be able to continue working in the same company after 5 years ?

In millennial generation job hopping has become a common thing where people hop from one company to another when they are offered some extra pay or some other benefits from other competitors' of the company. These people doesn't feel loyal to company because they doesn't have a sense of belonging. And this bunch has great aspirations and doesn't want to bind in a single place. According to the data received from respondents only 16% thinks they might work in a place for at-least 5 years, 24% says that they won't work in a company for a 5 years and 60% of the respondents thinks they might or might work for 5 years.

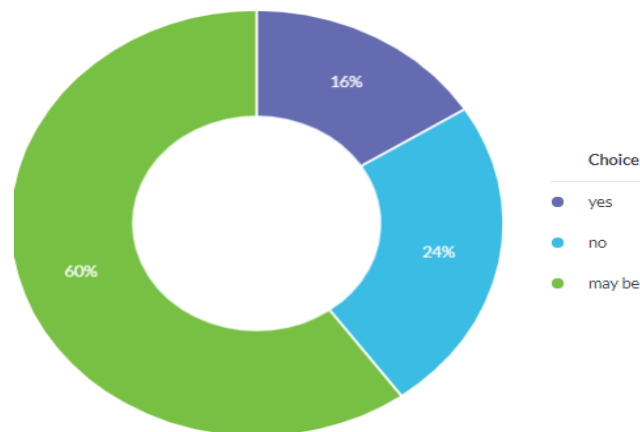


Fig. 2.16. Answers of respondents to 17 question

Reason for adding the 3rd option in this question is because, when we prepared the questionnaire the initial three respondent from whom we took feedback strongly felt that the third option is absolutely necessary as many might feel hard to choose especially students who doesn't know where and when they will get a job, hence the 3rd option is added for this question.

Question 18 : If your organization has different opinions and values entirely in contrast to yours even if you love the work and work environment, would you still work in that company ?

In the Research Design we are discussed how Gen Z is ethically sound and stand up for what they believe and doesn't cover to oppose things go wrong in front of them. They are many situations in their respective companies they may face in future, that they don't accept. So we want to know what they do through this question. From the data we gathered, 60% of our respondents say that they will still continue working in that company even if their opinions or values doesn't match and 40 % says they won't.

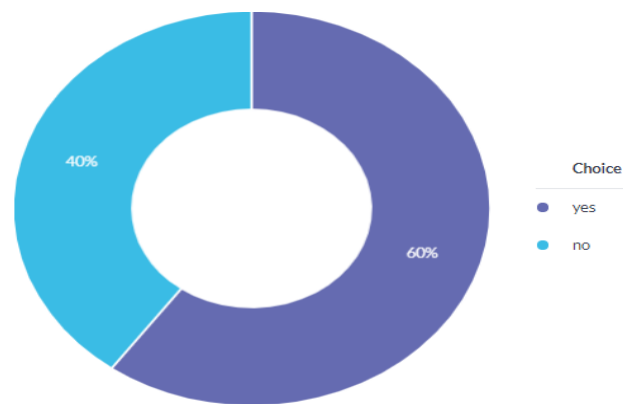


Fig. 2.17. Answers of respondents to 18 question

Question 19 : Would you like work in team environment or do you love your individual space ?

Not everyone likes to work in a team space and they are people who like to have some space and they can still produce better results. So we would like to know whether how respondents feel regarding this and 60% of them says they like to work in team environment and remaining 40% says that they like their individual space. The reason to ask this question was because you will not get your individual space if want to in some companies. And the people who aren't comfortable to work in team environment might not produce better results.

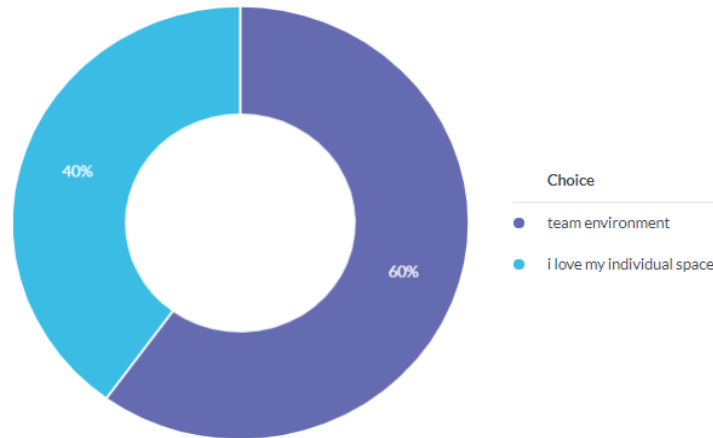


Fig. 2.18. Answers of respondents to 19 question

Question 20 : Are willing to leave to leave work or discontinue college to work as a freelancer or entrepreneur which you love to do ? Are you daring enough to take the risk ?

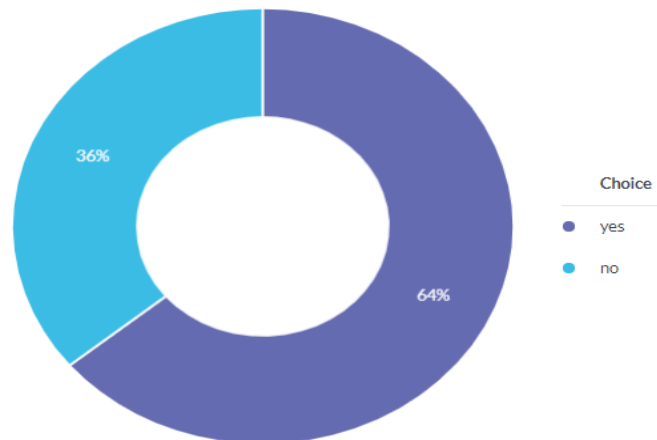


Fig. 2.19. Answers of respondents to 20 question

We very much discussed in previous section how decisive Generation Z is and this question is asked to quench our curiosity with this question. We will discuss in Conclusion, why we asked this question and how it is related to motivation. Out of all the respondents 64% says that they are decisive enough to discontinue college or quit job to work as a freelancer or as an entrepreneur if they come across something they like.

CHAPTER 3

IMPROVING THE PROCESS OF HR MANAGEMENT IN THE CONTEXT OF THE THEORY OF GENERATIONS

3.1. How to Handle 5 Generations in the Workplace

The economic downturn that hit the nation in 2008 as well as the tendency for people to live longer and healthier lives than ever before have both contributed to a tendency for employees to choose to stay in the workplace longer, delaying their retirement.

By 2024, about 25% of the workforce is projected to be over the age of 55. That compares to only about 12 percent of the workforce in 1994. In fact, in some workplaces, 55 doesn't even begin to signify time to retire. Those in their 60s, 70s, and even 80s also are deciding to stay in place either full time or part time. This trend has resulted in a new phenomenon: more generations in the workplace. In fact, today, many workplaces are composed of five generations:

Traditionalists—born before 1946

Baby Boomers—born between 1946 and 1964

Generation X—born between 1965 and 1976

Generation Y, or Millennials—born between 1977 and 1997

Generation Z—born after 1997

That diversity can certainly provide benefits in terms of the unique backgrounds and perspectives that each generation brings. It can also lead to misunderstandings and conflict, though. Recognizing the potential for conflict and taking steps to proactively minimize that potential can help ensure a positive environment for all—one in which multiple perspectives and generations can thrive.

In an article for *Harvard Business Review*, Rebecca Knight offers some practical advice that can help ensure positive interactions:

Don't dwell on differences. There seems to be a tendency to focus more on what is *different* about each generation than on what similarities might exist. Avoid the potential to accept as true the stereotypes about various generations; be alert to language that perpetuates stereotypes: "All (insert generation) are ...," or "My generation is"

Build collaborative relationships. We understand and appreciate others more when we have the opportunity to get to know them. Creating opportunities for employees of different generations to interact in both work- and non-work-related settings can help to build relationships and minimize misunderstandings.

Study your employees. Understand the demographics of your workplace as well as employee communication preferences. An annual survey can be used to help identify both differences and similarities between various employee groups.

Create opportunities for cross-generational mentoring. This can work both ways—don't automatically assume that younger generations will be mentored by older generations. All age groups have opportunities to learn from each other.

Consider life paths. Understand where your employees are at in their life paths in terms of responsibilities and interests they may have outside the workplace. But don't make assumptions. It's important to remember that employees, regardless of generation, share both commonalities and differences.

As the workplace becomes more diverse, not only in terms of generation but also other attributes, it's important to take time to understand and provide opportunity for interaction with and between various groups. The more we are able to understand each other, the better we are able to work together.

For the first time in history, five generations will soon be working side by side. But whether this multi-generational workplace feels happy and productive or challenging and stressful is, in large part, up to you: the boss. How should you relate to employees of

different age groups? How do you motivate someone much older or much younger than you? And finally: what can you do to encourage employees of different generations to share their knowledge?

What the Experts Say? As people work longer and delay retirement, internal career paths have changed. “Organizational careers don’t look the way they did before,” says Peter Cappelli, professor of management at the Wharton School and coauthor of *Managing the Older Worker*. “It’s more common to see someone younger managing someone older.” This can lead to tension on both sides. “Maybe there is a feeling of: why am I being bossed around by someone without a lot of experience? On the other hand, maybe the younger person feels insecure and wonders: how do I do this?”

“It’s important to be aware of generational tension — loosely defined as a lack of respect for someone who’s of a different generation from you — among colleagues,” says Jeanne C. Meister, a founding partner of Future Workplace, a human resources consultancy and the coauthor of *The 2020 Workplace*. “It’s your job to help your employees recognize that they each have distinct sets of skills and different things they bring to the table,” she says. Here’s how.

Don’t dwell on differences. The Boomer mystified by Facebook; the Millennial who wears flip-flops in the office; the Traditionalist (born prior to 1946) who seemingly won’t ever retire; the cynical Gen Xer who’s only out for himself; and the Gen 2020er — born after 1997 — who appears surgically attached to her smartphone. Generational stereotypes abound but according to Cappelli, “they are just not true. There is no evidence that 35-year-old managers today are any different from 35-year-old managers a generation ago.” Besides, your goal is to help your team “move beyond the labels.” Generation-based employee affinity groups are a waste of time and energy, he adds. Don’t assume people need special treatment and “don’t dwell on differences with a group discussion that devolves into: ‘People my age feel like this.’ Or ‘All Boomers act a certain way.’ There’s a lot of variation,” he says. “Get to know each person individually.”

Build collaborative relationships. While it may seem daunting to manage someone much older than you, try taking a cue from the military. The U.S. Marine Corps routinely puts 22-year-old lieutenants in charge of 45-year-old sergeants, notes Cappelli. “The mindset is to make that person your partner and involve them in everything you do. You’re still the boss and the one making the decisions, but you should hear them out.” A collaborative approach works well when managing workers who are in their 20s, too. “They are used to discussion and engagement because that’s what they had in the college environment,” Cappelli says. Help your employees make the transition from school to the workplace by encouraging debate. “You don’t necessarily need to take their advice, but be aware that this is where they’re coming from,” he says.

Study your employees. “Just as you would research a new product or service, you need to study the demographics of your current workforce and the projected demographics of your future workforce to determine what they want out of their jobs as these things are different generation to generation,” says Meister. If your company conducts an annual survey of vision and values, Meister suggests adding new questions to the mix, such as queries about your employees’ preferred communication style and planned professional paths. Then “use that information to look critically at your human resources and business strategies. Figure out: What matters to different sets of employees? What can you do [to attract younger or more experienced workers]? It’s a low cost way to get a pulse on generational career issues,” says Meister.

Create opportunities for cross-generational mentoring. Reverse or reciprocal mentoring programs, which pair younger workers with seasoned executives to work on specific business objectives usually involving technology, are increasingly prevalent in many offices. “The younger person — who grew up with the internet — teaches the older person about the power of social media to drive business results,” says Meister. Meanwhile, the more experienced employee shares institutional knowledge with the younger worker. Mixed-age work teams are another way to promote cross-generational

mentoring. “Studies show that colleagues learn more from each other than they do from formal training, which is why it is so important to establish a culture of coaching across age groups,” says Meister. In mixed-age teams, mentoring relationships develop more naturally, adds Cappelli. “Older folks are more likely to fall into a mentor role and help the young employees,” he says. Meanwhile, young people often find it easier to take advice from an experienced worker than from one of their peers “because they’re not competing in the same way,” he says.

Consider life paths. When it comes to inspiring and incentivizing employees who are much older or much younger than you, it helps to think like an anthropologist. “Consider where your employees are in their lives and what their needs are,” says Meister. Younger people, for instance, typically don’t have many outside obligations; work-wise, they are motivated by new experiences and opportunities. Employees in their 30s and 40s, on the other hand, often have children and mortgages and are in need of flexibility as well as “money and advancement” says Cappelli. Workers at the end of their careers “are probably not as interested in training, but they do want interesting work and work-life balance,” he says. “Understanding the characteristics around these predictable life paths will help you figure out how best to [divvy up] work assignments and also the best ways to manage and motivate your team.”

Principles to Remember.

Do:

Experiment with mixed-age teams and reverse mentoring programs that enable older, experienced workers to interact with and learn from younger hires

Develop incentive plans that reflect where your employees are in their lives

Conduct regular human resources surveys to get a pulse on your employees’ demographics and needs

Don’t:

Bother with generation-based employee affinity groups — they generally reinforce stereotypes

Act like a top-down manager — forge partnerships with employees of different ages and encourage them to share their opinions

Assume you already know how to motivate employees who are older or younger — ask them what they want out of their professional lives

Case Study #1: Leverage your young workforce's expertise
Ron Garrow, Chief Human Resources Officer at MasterCard, is not a technophobe, but he readily admits that social media didn't come easily to him — at least at first. "I recognized that I had a lot to learn about operating in this new world," says Ron, who is 51.

So he volunteered to take part in a reciprocal mentoring program run by one of MasterCard's internal business resource groups. The program partners young employees with older colleagues to work on tech skills. Ron was assigned a coach, Rebecca Kaufman — 24 years old and an avid social media user — who taught him how to use Twitter and how to get more out of professional networking sites, such as LinkedIn. "Rebecca has shaped my thinking in terms of how I operate in the social space," says Ron. "I now carve out time in my day to get on LinkedIn and I have a [better appreciation for] the importance of social media."

Working with Rebecca also helped Ron relate to Millennials as both the consumers and workforce of the future — a critical insight considering the changes taking place in MasterCard's industry. "This new generation is shaping the future in terms of purchasing habits: They don't use cash to buy things; they use electronic means. [As a result,] MasterCard's job descriptions have changed." Rebecca also benefits from the relationship: Ron provides professional counsel and is also helping improve her communication skills.

Today hundreds of MasterCard employees take part in the program, which is currently offered in five offices. "There's a contagion going on — people are raising their

hands and saying: ‘I want a mentor.’ It’s really about making yourself vulnerable,” he says.

Case Study #2: Motivate your employees with incentives that matter to them
Kris Snyder — the founder and CEO of Vox Mobile, the mobile technology management company based in Cleveland, Ohio — offers his 130 employees a veritable cafeteria of benefits, compensation, and work assignments. “I think of my employees as a cast of characters,” says Kris, who is 42. “Everyone’s needs are different, so we can’t be a one-size-fits-all [employer].”

The majority of Vox Mobile’s sales force — about 85% — are just out of school and on their first or second job. Its leadership team, however, is comprised of people in their 30s and 40s. To appeal to these different age groups, he has developed different sets of employee perks based mainly on where these two age groups are in their personal and professional lives. “I noticed that these groups have different motivations and, therefore, they need different incentives,” he says. “There are no hard and fast rules, but generally speaking, my Gen Y workers want us to fund their LinkedIn accounts; they like things like branded gear and company-sponsored happy hours — they’re more social and they’re not going home right after work. Gen Xers don’t care about logoed backpacks; instead they are looking at our 401(k) matching plan and our healthcare provisions.”

The different incentive packages and perks will likely shift along with the company’s demographics, says Kris. “As we build and grow and as the company goes through different stages, the makeup of our workforce will change, too,” says Kris. “We will navigate those changes and experiment with new ways to incentivize employees.”

3.2. Different Motivations for Different Generations of Workers: Boomers, Gen X, Millennials, and Gen Z

There's something interesting going on in the workplace right now. It's composed of multiple generations. This is the first time that in modern history that there are five generations working side-by-side.

That can be a challenge for leaders who are trying to bring their team together in accomplishing a shared goal. But, that can be accomplished once you understand how each generation wants to be motivated.

Traditionalists. Since this generation was born between 1928 and 1945, you don't see many of them in workplace. However, they still impressively make up around three percent of the workforce.

This is the generation who firmly believes in an "Honest day's pay for an honest day's work." They're extremely loyal and enjoy being respected for that. Since they're conformists, they value most job titles and money.

Baby Boomers. Born between 1946 and 1964, this group is also referred to as the "Me" generation. They're predominately in their 40s and 50s and are well-established in their careers. As such, they hold positions of power and authority, such as law firm leaders and executives.

Boomers are often ambitious, loyal, work-centric, and cynical. They prefer monetary rewards, but also enjoy nonmonetary rewards like flexible retirement planning and peer recognition. They also don't require constant feedback and have "all is well unless you say something" mindset.

Since Boomers are so goal-oriented generation they can be motivated by promotions, professional development, and having their expertise valued and acknowledged. Prestigious job titles and recognition like office size and parking spaces are also important to Boomers.

They can also be motivated through high levels of responsibility, perks, praise, and challenge.

It's expected that around 70 million Boomers will be retired by 2020. So, they're also paying attention to 401(k) matching funds, sabbaticals, and catch-up retirement funding.

Gen X. Generation X has around 44 to 50 million Americans who were born between 1965 and 1980. They're smaller than the previous and succeeding generations, but they're often credited for bringing work-life balance. This is because they saw first hand how their hardworking parents became so burnout.

Members of the generation are in their 30's and 40's and spent a lot of time alone as children. This created an entrepreneurial spirit with them. In fact, Gen Xers make up the highest percentage of startup founders at 55 percent.

Even if they're not starting their own businesses, Gen Xers prefer to work independently with minimal supervision. They also value opportunities to grow and make choices, as well as having relationships with mentors. They also believe that promotions should be based on competence and not by rank, age, or seniority.

Gen Xers can be motivated by flexible schedules, benefits like telecommuting, recognition from the boss, and bonuses, stock, and gift cards as monetary rewards

Millennials (Generation Y). Born after 1980, they tech-savvy generation is currently the largest age group in the country. They're in their 20's and are beginning to come into their own in the workforce. They're the fastest growing segment of today's workforce.

For some Millennials, they're content with selling their skills to the highest bidder. That means unlike Boomers, they're not as loyal. In most cases, they have no problem jumping from one organization to another.

That's not to say that you can't motivate this generation because you can by offering skills training, mentoring, feedback. Culture is also extremely important for Millennials.

They want to work in an environment where they can collaborate with others. Flexible schedules, time off, and embracing the latest technology to communicate are also important for Gen Y.

Millennials also thrive when there's structure, stability, continued learning opportunities, and immediate feedback. If you do offer monetary rewards, they prefer stock options.

Gen Z. This generation is right on the heels of Millennials. And, they're starting to enter the workplace. Even more interesting, they make-up one-quarter of America's population, making this generation larger than baby boomers or Millennials.

This generation is motivated by social rewards, mentorship, and constant feedback. They also want to be do meaningful and be given responsibility. Like their predecessors, they also demand flexible schedules.

Other ways to motivate this generation is through experiential rewards and badges such as those earned in gaming and opportunities for personal growth. They also expect structure, clear directions, and transparency.

What's most intriguing about Gen Zers is that 53 percent prefer face-to-face communication.

Motivating a Multigenerational Workforce. "To manage across the generations we have to learn to be mindful of each other and treat each other as individuals," writes Bruce Mayhew.

"No matter what generation we are from, it's too easy to keep doing what we are doing now and acting like each generation is (or should be), motivated by the same things we are.

Even if our professional -; management instincts say 'no -; of course we don't do this,' we have to be careful that our actions don't demonstrate that we do. We always have to be mindful of our actions and stay open to listening to each other."

"Use everyone's ability and goals." However, it's still your responsibility to make every employee, regardless of their generation, feel engaged. You also need to integrate them into your company's culture and make them feel valued.

That may sound like a tall order to fill, but you can achieve that by first making sure that you've hired the right person for the job. Also make sure that they're a good fit within your company's culture.

You also need to ensure that there's purpose and meaning behind their work. Creating and sharing a mission or vision should help them understand why their job exists. Don't forget to encourage work-life balance, offer health and welfare benefits, and provide rewards that *your* employees would care about.

3.3. Preparing workplace for generation Z expectations

Born between 1995 and 2018, the eldest segment of Gen Z is roughly 23 years old. As such, only a fraction of Gen Z has entered the workforce — roughly 17 million of the 67 million by digital publication Advisory's measure.

As more of Generation Z enters the workforce, statistics about their professional preferences will continue to develop. But, from the information we currently have, there are a handful of distinct patterns that can help human resources recruit and retain this generation of young employees.

Experts like Janet Adamy of the Wall Street Journal look at factors that shape individual generations to try and better understand, define, and predict how the segment of people will behave. Adamy believes that Generation Z may actually have some resemblance to the Silent Generation — those born between 1928 and 1945 — when it comes to workplace habits. The key similarities are that both generations grew up during

or after major economic downturns and entered into the workforce during or after an economic boom, which shapes:

Work ethic

Money management

Outlook on security

It should come as no surprise then that the Silent Generation is known for their work ethic and loyalty within the workplace. These characteristics might stem from a fear of losing their job, as what happened to their parents during the Great Depression. Additionally, the Silent Generation is known for their resourcefulness and conservatism when it comes to finances, again as a byproduct of growing up during the Great Depression with little money to go around.

Gen Z may share many of these same characteristics, because of the historical events that parallel these two generations. Many Gen Zers grew up in families that felt strain during the Great Recession.

Furthermore, Generation Z is often defined as a group of digital natives, who only know the post-911 world which brought changes to:

Political policies

Security

The landscape of technology

These components also play a role in Gen Z's career trajectory.

Gen Z's Workplace Needs. As a culmination of their upbringing and today's technological capabilities, Gen Z's workplace needs are different from the current working generations.

Intrapersonal communication. Gen Z is known as a screen-obsessed generation. Specifically, research shows that 31% of Gen Zers feel uncomfortable if they are without their phones for 30 minutes or less. With that said, it's only natural to assume

that this generation will prefer chat, email, and text-based communication in the workplace.

However, research by staffing agency Robert Half indicates Gen Z may actually crave more face-to-face communication in the workplace that we expected.

The theory behind this is that Generation Z doesn't want to be viewed as "children" by their older colleagues. They are aware that their digital slang, filled with hashtags and abbreviations, may appear weak to an older generation. To eliminate misconceptions or miscommunication, Gen Z looks for face-to-face communication to prove themselves, professionally.

Brand expectations. Generation Z didn't just grow up with technology, they grew up with technology that is customized and transparent. The ability to easily, and thoroughly, research a brand before making a transaction is commonplace.

For example, before Gen Z makes a purchase, they likely have:

Been served an ad targeting their specific buying patterns and preferences

Vetted the brand to see how it meshes with their personal values

Followed the brand on social media to get a sense of its purpose

Researched the brand's reviews for quality and user feedback

In reality:

68% of Gen Z read three or more reviews before making a purchasing decision

73% of Gen Z follows at least one brand on social media (52% follow three or more).

(Stats from recent GenHQ study of Gen Z.). The routine of researching and vetting companies isn't reserved for purchasing decisions.

Gen Z wants the company they work for to have a purpose aligned with their personal goals. And they have the skill and technology to aid their research. That means Gen Z will research their potential employer just as they would go through a purchasing decision: thoroughly.

High-frequency feedback and connections. Similar to millennials, Gen Z also seeks frequent feedback and reassurance from their managers. In one study about Gen Z and millennials, researchers found that:

28% want feedback from their manager after every project, assignment or task

26% expect weekly feedback

20% would like daily feedback

Only 1% are OK with an annual performance review. Another study conducted by GenHQ corroborates the data showing that 66% of Gen Z needs feedback from their supervisor every few weeks or more often in order to stay at their job.

5 Ways To Recruit And Retain Generation Z. Given the changing workplace dynamics, and specific needs of Gen Z, what must employers do to attract and retain up-and-coming talent?

1.) Leverage technology and branding.

As we touched on earlier, hiring Gen Z will take a unique marketing effort in order to stand out in a tight labor market. To start, companies should focus on their online brand to attract a new wave of employees:

Work to improve online reviews like those on Glassdoor

Focus on social media branding

Clearly promote their company's vision and mission

Additionally, when recruiting this new pool of employees, it's important to communicate with them on the channels they use most often:

YouTube

Instagram

Snapchat

For example, Ernst & Young accepts video submissions of interviews when considering their applicants. Intuit recruiters post job openings via Slack to cut out email correspondence and communicate instantly.

By concentrating on technology and branding as part of a recruiting process, you can gain an upper-hand on Gen Z prospecting.

2.) Provide security.

As a byproduct of growing up during or after the great recession, Gen Z is hypersensitive to job security and benefits. In a recent interview with online magazine Advisory, CEO of Ruby Tuesday, Ray Blanchette, said entry-level employers are increasingly concerned about what benefits the restaurant is able to offer them.

"They're not even going to access these benefits that we offer, because they're staying on their parents' plan, but they want to know it's there," said Blanchette.

Recruiters can help Gen Z ward off concerns about stability by offering a wide spectrum of benefits that make employees feel secure and confident in their employer, for example:

- Mentorship or learning and development programs

- Comprehensive benefits

- Financial wellness programs

- Continuous feedback

Strategy tip: Employers who hire for summer or seasonal jobs can leverage Gen Z's need for security by presenting new hires the opportunity to return during the next hiring frenzy. This allows you to close staffing gaps during the next busy seasonal hiring and simultaneously caters to Gen Z's desire for job security.

3.) Reshape resume expectations.

For many Gen Zers, there is a profound fear of student loan debt. The average student loan debt for the class of 2017 was \$39,400, which is up 6% from the previous year. That translates into:

- Average monthly student loan payment of \$351

- Median monthly student loan payment of \$203

These payments can be unbearable if not impossible. Whether they know someone burdened by the debt, or have just followed the endless news coverage, Gen Z understands the costs associated with higher education. And the implications of debt if the economy declines.

As such, half (50%) of Gen Zers say they will only take on \$10k or less in student loan debt, and 27% say they aren't willing to take on any debt at all. Further, 70% of Gen Z believes formal education isn't the only option for professional development.

Other options for advanced education are growing more common, which provides an advantage to companies looking to hire top talent in a tight labor market. Consider offering the following options: Apprenticeships: Employers can take the reins on training by offering on-the-job training programs or apprenticeships to guide young employees toward success. The construction industry currently makes up two-thirds of apprenticeship programs in the U.S. Further, big-box retailers have joined forces to create the RISE UP program for apprenticeships in the retail industry.

Targeted programs: Programs like RightSkill, Lynda, or other employer-sponsored options can help job seekers and employees gain or fine-tune skills through non-degree learning courses.

By re-examining resume requirements and offering targeted on-the-job training, you can attract the Gen Z audience who isn't looking to incur student loan debt but still desires professional success.

4.) Gamify professional development.

A whopping 66% of Generation Z list gaming as their primary hobby. That nugget of information is gold for companies who need to update their current training protocols to cater to a new workforce that is:

Unconventional

Digital

Instant

Interactive

Collaborative

By combining the idea of online learning and gamification, it opens the doors to new ways of training in the workplace. Gamification and video-based training could be a way to attract the attention of new recruits, ramp them up effectively, and also keep them engaged in the workplace.

5.) Push job-hoppers to role-hoppers.

Job hopping has been one of the most frustrating challenges for organizations dealing with a millennial workforce. And while Gen Z shares the need for change, due to their need for a plan and security, Gen Z may be more interested in role-hopping than company hopping. Seventy-five percent (75%)of Generation Z said they would be interested in a situation in which they could have multiple roles within one place of employment. By focusing on career advancement and continuing education, Gen Z may be more inclined to change jobs internally, rather than jumping ship completely, which can decrease the impact of turnover expenses.

6.) Pay attention to their financial well-being.

The Center for Generational Kinetics recently ran a study to learn about the financial patterns of Gen Z. The study showed that 35% of those surveyed said they plan to start saving for retirement in their 20s and 12% have already started saving. More than a third of the study's participants are still in their teens, which makes the results all the more fascinating. This financial aptitude provides the opportunity for employers to show they are forward-thinking when it comes to financial well-being. Many employers are beginning to offer daily payment benefits as a way to give their employees more control over their finances. By offering DailyPay, your Gen Z employees can access their earned but unpaid wages at the click of the button or text emoji, which means if an event that's outside of their 'plan' arises, their payment flexibility can help them cover the unexpected expense or bills that are due between payroll cycles.

CONCLUSION

The first objective of the thesis was to examine the characteristic features, which come into view in case of the youngest generations in the labour-market and what challenges their different behaviour mean in the place of work environment during the collaboration of more generations. The research was based on interviews taken from professionals who are currently in respectable positions in well known companies and in the evaluation procedure we could rationalize our hypothesis, namely that the HR managers have to cope with new tasks if they want to capture and hold on to those potential young employees. As the Z generation is on the labour market and in the workplaces only in a smaller number that is why, their inconvenience do not appear too sharply and in a bigger measure. The leaders, managers and HR experts have to prepare for these challenges and companies which are prepared will be the best winners. From the information we collected through interviews we can see that people started to take notice of the next generation coming but they haven't taken any measures specifically because they are still seen as a part millennial, which as some researchers think it's true but we have already spotted some differences in our literature design.

We can conclude from the interviews that there are skill differences in Gen Z, we also understood the fact that there is a need for some changes in training programmes of employees and there might be also changes with the way they like to work. Gen Z has more in need of a personality development skills than technical skills. They are more open in social media than a talk with a person in person but they do possess good linguistic skills than their predecessors. So companies need to redesign to custom made their training programmes for the individual personalities, so they could grow. And companies need to make their managers to educate new hires early on about the structure of the company and how decisions are made, so that they feel confident about when and where to express their opinions and apply my efforts. Companies need to

make effort to understand their employees and give the freedom to express themselves to give them a sense of belonging in the company. Through research Literature Design and interviews we also understood that with the increase of AI there is a change in entry level jobs and what Gen Z are assigned face in their entry level job is a lot harder responsibility to take upon than their predecessors. The key is to respect and nurture them, and help focus their energy and enthusiasm. And through making a personal connection and putting forth the effort to learn about employees makes a huge difference and is a catalyst for their motivation which raises the curtain to our next objective : what else motivates them ?

The second objective of our thesis is to examine them and understand what motivates Gen Z. In Literature Design we presented different researchers opinions on behavioural traits of Gen Z who grew up in internet era, where they can get answers their questions in few minutes or voice their opinions to the heard. In this generation of massive outreach they want to be heard and seek attention and at the same time they are unafraid to face the ridicule of society. From the questionnaire we can understand that a motivated employee is innately interested in their work and so will work harder to align the goals of the organisation with their own individual goals. Gen Z's are characterised by their technological abilities preference to independent and they value monetary reward over others but not the monetary alone doesn't motivate them. They can team environment but they like to have own individual space. The generation that grew up with internet at hand top workplace motivations include; work and environment of the organization, work life balance and freedom within a framework (most people their generation appreciate freedom in the subject of their work, structure is helpful and sometimes crucial for people new to an industry). The flip side of this is that young workers also should be willing to admit when they're struggling. Work environment for them has to be comfortable, fun and at the same time challenging or else even if they are earning more than their perceived colleagues from other companies they are out. As they

have observed their predecessors they are not waiting till their retirement to enjoy, so they have a sense of work life balance and they are going to do everything to achieve it.

To motivate the new generation of workers there are four main feelings that we have noticed from the questionnaire. they are: feelings of being an expert at their craft, feeling of being in control of their life, feeling of making an impact and feeling of trust. From being observed what millennials and their parents faced in their growth which happened to recession period, they always wanted to take control of their life not to leave them in the hands of the companies. Companies have to keep them happy. Whether they are a janitor, receptionist or the senior level manager, each employee needs to feel how they are making a positive impact daily. This feeling of purpose will have them smiling daily as they walk through the doors of their place of employment and we all know what businesses achieve when their employees are happy. Discuss stories of positive impact and paint clearly how it would have not been possible without the team member's actions.

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