

UNDERSTANDING THE ATTITUDE OF GENERATION Z TOWARDS WORKPLACE¹Shilpa Gaidhani, ²Dr. Lokesh Arora³Bhuvanesh Kumar Sharma^{1, 2, 3,} Assistant Professor, Balaji Institute of Modern Management, Pune**Abstract:**

Gen Z is born and brought up with the current technology, they are digital centric and technology is their identity. This generation is already entered in organization but little is known of this generation about their characteristics, needs, attributes and work style. They have different attitudes towards work than the Gen Y and Gen X. Without proper understanding of this generation, organizations face difficulties to hire and retain them for the sustainable growth of the organizations. By understanding them, the organizations can determine what can impact their recruitment and retention success through paying attention to what this generation tick in the workplace. This paper examines the attitude and preferences of the Gen Z from the existing literature so that companies can foresee and build work place suitable for them which in turn will impact the organizational performances.

Keywords: Generation Z, Characteristics, Preferences, Workplace, Attitude

Introduction:

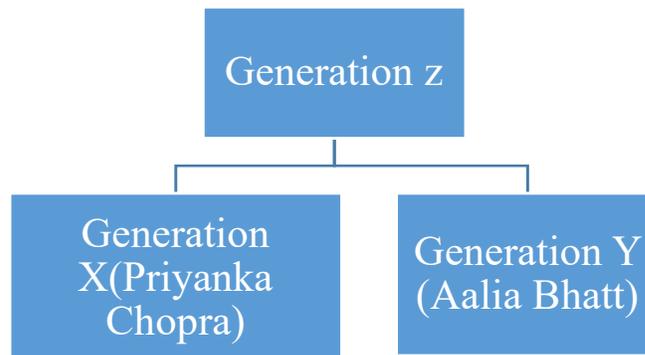
The generation after Millennial has arrived. At the Center, this new generation is known as Gen Z, but they've also been called I Gen, Founders, and Centennials. This generation is born in the year 1996 and now this generation has brought new worldview and different expectations as customers, employees, and citizens.

People think that the generation after Millennial consists of only kids, the reality is that the oldest members of Gen Z are now up to age 22. They are the current entrants to the workplace and voting centers and they are going to become the fastest growing group of employees and customers. While organizations are finding difficult to identify and realize the needs of the Gen X and Gen Y in the 21st century, now they have completely new generation i.e., the Gen Z to work on with. The tasks of the organizations are not only to aid the Gen X and Gen Y, but also to foretell the workplace needs of the rising Gen Z so that groups comprising of different generations can work successfully (Knoll, 2014). Researchers have shown that each generation has unlike approaches to work and workplace (CIPD, 2008; Harber J., 2011). But a very few is known of this Gen Z about their features, desires, traits and work style. Thus employers and HR

managers should expect workplace needs and modify their policy for recruitment, motivation and retention of these evolving youths. It is not easy to understand Gen Z to keep talent from the modern generation and recognize their advantages to endure the progress of an organization. By considering the characteristics and the preferences of the Gen Z, recruiters will be able to attract and engage them in order to groom them to become the future leaders of the company. Without this proper understanding, recruiters will find difficulties in recruiting and retaining the best talented candidates of the Generation Z and will also fail to motivate them which in turn will impact the organizational performance.

By 2020, Generation Z, those born after 1995, will represent more than 30% of the workforce. It is peak time for us to understand who they are, and how do they think. In this way only we will be able to lead them, work with them and develop them as they enter into their first job.

The Origin of Generation Z



Baby Boomers

The Baby Boomers are people born during the post-World War II 'Baby Boom', roughly during the years 1946 to 1964. In the years following World War II most of the western nations experienced a spike in births as they slowly recovered from the economic hardships experienced during wartime. This new generation of Baby Boomers experienced an unprecedented level of economic growth and prosperity throughout their lifetime. They entered the world in a time of relative hardship, but thanks to education, government subsidies, rising property prices and technological advancements they have emerged as a successful and affluent generation.

Generation X

Generation X came after the Baby Boomers generation, and typically covers generation of people born between the mid 1960's and the early 1980's. Gen X was shaped by global political events that occurred during this generation's youth. Events such as nationalization of 14 banks, close to insolvency, introduction of Rajadhani Express, Set up of ISRO were events that helped to shape the culture and upbringing of Generation X. As compare to previous generations, Gen X is more open to diversity and has learnt to embrace differences such as religion, sexual orientation, class, race and ethnicity

Generation Y

Generation Y came after Generation X. Generation Y covers generation of people born between the 1980's and the year 2000, and these individuals are sometimes referred to as Gen Y, the Millennial Generation, or simply Millennial. Generation Y has been molded by the technological revolution that occurred throughout their life. Gen Y grew up with technology, so being connected and tech savvy is in their genes. Equipped with latest technology and gadgets, such as phones, laptops and lately tablets, Generation Y is online and in network for 24/7, 365 days a year. Many Millennial grew up seeing their Baby Boomer parents working whole day and night doing stressful jobs, which has shaped their own views on the workforce and the need for work-life balance.

Generation Z

Generation Z are determined to be highly connected, living in an era of high-tech communication, technology driven lifestyles and prolific use of social media. Some examples of people born in Generation Z: Sara Tendulkar.

Characteristics of Generation Z

- According to the Institute for Emerging Issues (2012), the Gen Z is the most ethnically diverse and technologically sophisticated generation.
- Gen Z has an informal, individual and very straight way of communicating and social media is a vital part of their lives.

- They are a Do-It-Yourself generation.
- In the study conducted by Dan Schawbel (2014), Gen 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 more positive about the future.
- Based on the findings of Generational White Paper (2011), Gen Z tends to be more impatient, instant minded, lacking the ambitions of previous generations, have acquired attention deficit disorder with a high dependency on the technology and a very less attention span, individualistic, self-directed, more demanding, acquisitive, materialistic and entitled generation so till now.
- Max Mihelich (2013) describes that the Gen Z are very much 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 (2015) finds the Gen 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 (Joseph Coombs, 2013).
- They also appear to be less inclined toward voting and to participating in their communities than earlier generations (Institute for emerging issues, 2015).

Preferences of Generation Z at the Workplace:

As preferences of work and workplace are different for different generations, it is vital to understand the preferences of the Gen Z so that the channel of communication is recognized and good environment is created in the organization. It is also significant to understand what motivates them for the organizational throughput. The preferences of Gen Z based on the available literatures are as follows:

(a) Based on the study of Bascha (2011), they prefer transparency, self-reliance, flexibility and personal freedom are non-negotiable aspects of Gen Z work ethics and overlooking them could result to frustration among peers, less productivity, low morale and a lack of employee engagement. They expect to be informed, to be allowed to be retorted, and to have their responses heard and acknowledged.

(b) Max Mihelich (2013) stated that they must have adequate freedom to ascertain themselves and get immediate acknowledgement. Also as this generation has never lived in a world without a smart phone or an iPad, they expect not to lose all these appliances when going to the office.

(c) According to the study of Dan Schawbel (2014), they favor in-person or face to face communication and want to take them seriously. They wish the managers to listen to their ideas and value their feelings. It indicates that the place of work should be less about age and more about ideas and contributions. Also they want to work for an honest leader and want them to be opened and do not hide information from them because of their young age or title.

(d) According to Teresa Bridges (2015), they prefer work environment that nurture mentoring, learning and professional development opportunities as they have faith in their education has not given the required skills to deal with the real life problems. Work place that encourages their entrepreneurial skills, work environment which is sociable and allowance for flexible schedules are the attributes that the Generation Z looks for a job. Technology is their essential part of their lives and prefers organizations that are at the pole position of workplace that supports and allow them to communicate, edit documents and advance work regardless of geographies or time zone obstacles.

(e) They desire office workplace that is easy to adjust within. They value arrangement and certainty in the workplace and find intricate planning layout undesirable (Knoll, 2014).

(f) They prefer to work for a leader with honesty and integrity (Robert Half, 2015).

TO SEE THE COMPARATIVE ANALYSIS OF GENERATION Z/GENERATION Y.

In generational conflict Generation Y will hide.

All generations have clash between each other. But clash is really bad for Generation Y because they hate conflict. They are the generation that moves home with their parents because they get along so well, and they make an apology for walk out because they can't cope with disappointing their boss argumentative who means that Gen Z, raised by pragmatic, argumentative Gen X parents, will think Gen Y are lame Weak, delusional.

Gen Z will lead Gen Y almost immediately.

Gen Y hates to stand out. Their idea of leadership is leading from the middle or pretending people don't like leaders. This has not been a problem for them because Gen X doesn't want to lead. Gen X just want to go home to their children. So the only people providing top-down leadership at work right now are Baby Boomers who decline to retire and exist miles and miles from the cutting edge of everything except the new retirement. So there will be a power vacuum when Gen Z enters the workforce, and they will take it over very swiftly. All they'll need to do is say, "I want to lead." No one will challenge them. And, conveniently, Strauss and Howe point out those generational tendencies are cyclical, and Gen Z is poised to lead. They grew up in a time of turmoil: economic demise, war, rampant, random shootings. Gen Z will take charge, create constancy, and keep everything in line.

The passion problem will be passé.

Gen Y is restrained by their need to "do what they love". Their Boomer parents imparted in the fairy tale idea that passion should guide what they do. But Baby Boomers have never had this, except when they were unemployed at Woodstock, and their impractical, dreamer career advice has left their kids unable to make decisions. Gen Y has a passion problem. But this will end when Gen Z comes on board. First of all, Gen Z will be the education generation. They will have been homeschooled at a rate we have never seen before, so they will be great at identifying what they like. Generation Y, on the other hand, was schooled by teachers who told them what to study to ace the test, and parents hired tutors to help, which means Gen Y is particularly good at taking tests and bad at figuring out what they like. Gen Z will fill the gap and simply tell Gen Y what to do. Gen Z will give meaning to work in a way that Gen Y has talked about but has been incapable of achieving. Work will be about creating a national sense of stability. Work will be about helping families to adjust to the new economic realities. Work will be about helping people build new paths through adulthood that do not focus on the corporation. Gen Z has been priming for this their whole lives, with their counter-culture, Gen X parents.

Gen Z will out-communicate Gen Y.

Right now, Gen Y are the best communicators at work. They are the first generation to be taught social skills at work, and they are genuinely kind and concerned about people. Additionally Gen

Y are the first generation who grew up writing for a massive audience, even as kids, and they are the generation with the best writing skills in history. This will all seem old-fashioned, though, when Gen Z is on the scene. Gen Z communicates largely through video. They use YouTube like its Google. For example, when they want to know how to beat a video game, they search online for a video to tell them: no reading. Teenaged boys are giving video game lectures to thousands of other kids. Teenaged girls are political activists who have their own video platform before they're thirteen years old. The poise Gen Z has in front of the camera will translate to workplace confidence and charisma. This will be the age of verbal communication rather than written, and Gen Z will shine.

Gen Z will force Gen Y to live more in reality.

Gen Y's obsession with travel is rooted in their acute need to feel special and different and document it in a way their friends approve of. Also, Gen Y has no money, so they are forced to say they value experience above possessions since they can't afford possessions beyond their de rigueur Apple equipment and with. Generation Z is over the photography thing already. Every gadget they have has a camera. Their parents have documented their every move, and they are expecting to have no disposable income, so they won't need to post photos justifying their existence. So Gen Z will shine a light on Gen Y and expose a lot that Gen Y hasn't seen before. But the truth is that every generation keeps the generation before them more honest.

A Critical evaluation of Gen z at workplace

Gen X and Gen Y is making today the most significant impact in the workplace. They are empowered, consumer oriented, technologically savvy and they are not afraid to speak up for change in their workplace. Gen X and Gen Y's are advocating for a more 'fluid' use of time in their workday. They think, why not work from morning till noon, take off part of the afternoon and then restart again at 5 p.m. and continue to midnight .In their minds and in their 'always on' world, they see this arrangement as perfectly legitimate as long as they get their work done and meet customer expectations. For each generation there are particular experiences that mold specific preferences, expectations, beliefs and work style. Here is a brief description of generation Z and their socioeconomic experiences and how they have impacted their work and

leadership styles. Career Goals Build several parallel careers, have several jobs simultaneously
 Work environment Office, home desires flexible schedule Technology Creates own documents,
 databases, uses web for research, e-mail, 24/7 Client orientation E-mail/IM/Text Retention
 Personal relationship Mentoring Constant feedback needed Motivators Maintain personal life
 Attire Whatever feels comfortable

Table 1 A Critical evaluation of Gen z at workplace

Career Goals	Build several parallel careers, have several jobs simultaneously
Work environment	Office, home desires flexible schedule
Technology	Creates own documents, databases, uses web for research,e-mail,24/7
Client orientation	E-mail/IM/Text
Retention	Personal relationship
Mentoring	Constant feedback needed
Motivators	Maintain personal life
Attire	Whatever feels comfortable

Conclusion:

Gen Z seems to have different requirements and motivating factors than the earlier generations. This generation will blending its own unique needs upon the workplace as they enter the organizations. It is important for the organization to realize what's important to the Gen Z before to boost attraction within and outside the industry in order to establish a corporate culture and workplace to gain a distinctive advantage in the hunt for top talent employees from the Gen Z which in turn will sustain the organizational growth and remain a winning organization throughout.

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