CHAPTER-11

MOTIVATIONAL DIFFERENCES BETWEEN GENERATIONS Y AND Z IN WORKING LIFE

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Introduction

Differences between generations have been a subject that draws organizations, practitioners, and researchers' attention increasingly in recent years. At that point, it can be mentioned about many reasons such as defining the working conditions that affect the behaviours and attitudes among young generation in a positive manner, directing people from different generations in a workplace, adapting the workplace to the diversity of generation in a better way, and attracting new talents and keep them enthusiastic about the work.

The concept of generation is defined as a group shares vital events during the same period and the critical developments about the above mentioned events (Kupperschmidt, 2000). Generation Y is described as people born between the years 1980 and 1995, whereas Generation Z as between 1995 and 2010. However; Generation Z is not widely included in the classification regarding the national and international literature. It may be because the researchers at that period were not able to anticipate or predict the duration of the developing cases in the world and of altering their life styles with the effect of globalization (Ozkan & Solmaz, 2015). Attitudes and interests of children (the attitudes towards music, clothes, food and work) can be greatly different from their parents' attitudes and conflicts. Regarding that culture is considered as a condition of the shared values, it can be interpreted as the differences between cultures in a same way with differences between generations, and nations. With a similar perspective, it is considered that there may be differences between employees and managers from different generations. Debates on how generation Y and Z can be motivated by the similar values and processes to the previous generations in a workplace are still ongoing. In this study, it is aimed to reveal if generations Y and Z, working as small and medium level managers, adapt similar motivational techniques and theories to the managers from previous generations. There are a large number of opinions on the motivation of the mentioned generations regarding the simultaneous working life of generations Y and Z; however, limited number of formal studies were carried on this subject relatively.

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This study compares and explains the individual and organizational behaviours of generations Y and Z in the first place. Therefore, it forms a conceptual framework about the organizational motivation determinants of generations Y and Z, and in that sense discusses the motivational differences between generations. Studies and researches on that subject were gathered and analysed in a holistic way.

1.   Generation Y and Determinants

Generation Y is a group born between the years 1980 and 2000 and known also as internet generation. Because of the fact that the origin of Y is the English word youth, it can be regarded as millennium generation (Andrea, Gabriella & Timea, 2016). As they were born into a digital and technologically developed world, the way they regard life and its changes is different such as their life styles, relationships and expectations (Krishnan, Bopaiah, Bajaj & Prasad, 2013). Generation Y grew up during economic expansion and prosperity, and was matured during the years of economic uncertainties and uprisings. Generation Y entered into the working life before graduating school and gained the necessary work experience. Thus, they were considered as a generation that has specific and clear expectations about the future (Wong, Wan & Gao, 2017).

As they prefer an inclusive management style, generation Y does not like slowness and is willing to get a continuous feedback on their performance (Francis-Smith, 2004). According to Baruch (2004), "Generation Y is less interested in life-long jobs but prefers more challenging and significant tasks that contributes to reach their higher career objectives" (Baruch, 2004). Moreover, it is seen that enjoying a saturated and balanced life is the motivation of this generation. They are always ready to fight for freedom and to value home and family. Generation Y, unlike generation X and other previous generation employees, desires to work in a manner they prefer, but they do not want to let their work manage their lives in all aspects. Employment flexibility is not suitable for work-life balance, so management and organizational culture should promote this flexibility (Maxwell, 2005). Generation Y has a natural incentive for career success and welcomes all kinds of opportunities and responsibilities (Kerslake, 2005).

Suleman and Nelson (2011) identified generation Y employees in a workplace as a highly educated, experienced in technology, innovative and confident generation provides competitive advantage to the enterprises (Suleman & Nelson, 2011). However, it is observed that generation Y employees have difficulties on dealing with as they demand to get a continuous feedback (Saxena and Jain, 2012; Petroulas et al., 2010), and also they have low concentration and commitment tendencies (Vui-Yee & Paggy, 2018).

Generation Y is the first technological and global generation in the world. The most distinctive characteristic, in comparison to the other generations, is that they live and learn through technology. Thereby, they benefit from technology on fulfilling their work and responsibilities. On the other hand, generation Y has a high adaptation capacity and complies with the changes. They are fully aware of the importance of speed, they can accomplish all kinds of responsibilities rapidly and patience is not one of their characteristics (Berkup Baysal, 2014).

In other respects, the members of generation Y can reason more globally than the other generation as they were born into a globalized world. They respect other races, genders, ethnicities, cultural values and sexual preferences. As a result of terrorist attacks they experienced, imbalances in politics, distrust of authority and politicians, Generation Y prefers short-term plans. Another characteristic of generation Y is that they hope their work to be more efficient and unique. They are highly-motivated thanks to their determination and confidence (Berkup Baysal, 2014).

Generation Y employees have no difficulties on conducting research and using information they gather by the courtesy of being a technological generation. They can access information easily and utilize it for solving common problems of the entreprise. "Generation Y has an inborn ability to solve problems by compiling and filtering information they collect from different sources" (Buckley & Beu, 2001). Y employees are a generation who wants to be leaders and prefers individual work supported by their coaches.

In order to motivate the generation Y that challenges authority, a manager who does not like the orders and hierarchy, is not affected by title and position, challenges authority and supports the employees faithfully is needed (Berkup Baysal, 2014).

Generation Y expects rapid promotions and without promotion they can easily change their jobs. As they have impatient personalities, changing job is regarded as a normal behaviour in the course of life. They are open to changes and innovations, so they can easily adapt new enterprises. For this reason, they prefer to work for living rather than to live for working. Members of this generation, who prefer multitasking, hope to be known through their carrers. They regard spiritual values in working life and demand to ask their opinions, and to be active in the workplace. They prefer to be effective in a critical decision about the enterprise's vision rather than being a part of chain that is unaware of what they are doing and to participate in the innovation steps for developing the enterprise (Schawbel, 2013).

Members of generation Y aim to develop their careers together with the experts coaching them. In order to achieve their personal goals, they adopt teamwork within the enterprise. Through their entrepreneutral and innovative characteristics, generation Y desires to work in companies integrated with technology, and prefers instant messaging and sending emails quickly. At first glance, they can be intimidating because of their different personalities. After a short time of working, they can be accepted through their efficiencies. The only way to keep generation Y at work is to motivate them (Berkup Baysal, 2014).

They attribute much importance on the success, in working life and money rather than family. They wanted to be relaxed in their free time but they are also determined about their goals. They have different and various expectations, ambitions and requirements comparing to the older generations. They determine their future goals through their experiences (Andrea, Gabriella & Timea, 2016).

2.   Generation Z and Determinants

Generation Z, consisting of people born since 1995, is characterized as internet children, digital generation, digital natives, media generation, .com generation, iGeneration or instant online (Levickaıte, 2013). The most prominent characteristic of generation Z are confidence, freedom, individuality, dependency on technology, and speed. There is a great difference between this generation and generation X who are their parents in terms of using technology. Generation Z is the children of computer, telephone and internet. Members of generation Z, as the future generation, continue to understand the rapidly changing world and to grow up in it. The evaluations about generation Z do not reach beyond assumptions as they are under a certain age.

Unlike generation X, generation Z is a complete technology generation as they were born into a technological world. They have been equipped with technological devices since their infancy. Members of generation Z, born into a techno-global environment, can communicate and share information with anybody from any parts of the world in seconds. Characterizing as technology addicts, generation Z has a full knowledge of internet technology and plays web-based games, socializes on the virtual platforms, is online 7/24, receives and shares information using the internet (Berkup Baysal, 2014).

Generation Z takes interests in adding creativity to the events and games. Their most typical caharacteristics are being social on the virtual platforms, consuming fast, practicality, speed, interacting, efficiency and being result-oriented. They assume everything possible in the world and they can do anything via their knowledge. Therefore, their confidence is higher than the other generations. It is expected that they will live longer in a better conditions and they will be richer

comparing to the previous generations due to the developed technology (Berkup Baysal, 2014). It should not be forgotten that generation Z, who is participated in working life today, will form and direct the working life through technology in a more active way in the future.

According to the researches, generation Z values authority and discipline if they are given a solid purpose about the implementations and practices in an enterprise. As they are impatient, they may experience a reduction in concentration in occasion, but there have been important motivators for them as advancement, more money, and meaningful work (Schwabel, 2014).

3. Generation Y and Z Differences in Working Life

In today's world, changes and transformations in every field affect our lives deeply in social, cultural, legal, educational and technological fields. These changes affect social life, values expectations and beliefs of people who constitute the society. Transitions between generations are considered more possible today that before. A new generation of work force who are more educated, not satisfied with less, questioning if necessary, and have different expectations and needs, and prefer to take time for themselves become more common instead of employees in the past who were satisfied with less, and follow authority without questioning (Taş, Demirdöğmez and Küçükoğlu, 2017). The change speed of the work skills needed in the work force is at the highest level through the changes, transformations, deterioration, and reshaping of job opportunities from the past to the future. In an era of digitalization, new generations are required to adapt rapidly to change, innovation, flexibility, and independence in order to be more permanent.

The research by Millennial Branding and Randstad US (2014) reveals the characteristics differing the employees of the generations Y and Z. Generation Z has a distinct advantage because they are more realistic than optimistic, career-oriented, and adapt the new technology rapidly to be more effective. Moreover, generation Z enters the working life more prepared, less justified and more equipped to be successful as they observed how generation Y dealt with periodical recessions. The research carried out by Millennial Branding and Randstad US (2014) offers a clear idea on what employers can use for motivating, directing and inspiring the new generation a recruitment and retaining strategies. Four or five different generations who work with the managers need to balance the needs and preferences by separating gradually from each other across narrower age groups (http://millennialbranding.com/2014/geny-genz-global-workplace-expectations-study).

The generation Z are more practical, more educated, couraged and more informed, so they like to be leaders in their work places. They effectively use the internet for solving problems they faced with (Andrea, Gabriella & Timea, 2016). Generation Y and Z are familiar to the technology, but there is a significant difference between these generations: The Y-generation is a "technology expert", whereas the Z-generation is "technology-dependent."

Table 1. Comparative analysis of working generations Y and Z

Features	Generation Y (born between the years 1980-1995)	Generation Z (born between the years 1995-2010)
Forming Experiences	September 11th Terrorist attacks Game station Social Media Invasion of Iraq Reality TV Google Earth	Economic crisis Global warming Global Focus Smart devices Energy crisis The Arab Spring Personal Media Production Cloud Informatics Wiki-Leaks
Purpose	Freedom and Flexibility	Security and Stability
Attitude Towards Technology	Digital Natives	"Technoyoungs" - Completely Dependent: Limited Understanding of Alternatives
Attitude Towards Career	Digital Entrepreneurs – Working with Institutions that are not "for"	Spiral cereer choice
Signature Product	Tablet / Smart Phone	Google Glass, Grafen, Nano-Information, Three-Dimensional Print, Autonomous Car
Communication Media	Text or Social Media	Handy (or Integrated to Clothes) Communication Tools
Communication Preference	Instant Messaging	(Digital) Facetime

According to Table 1 (Barclays Wealth, 2013) that shows the basic characteristics and motivational differences of generations Y and Z, institutional company managers and human resources planners should take the significant differences between generations into consideration. Potential innovative features of employees of the generations Y and Z should be evaluated individually by the managers.

Generation Y is described generally as "educated, honest, confident, socially conscious and determines and realizes personal goals". The studies revealed that generation Y requires clear instructions and management support, while demanding responsibility and flexibility for doing things in their own way (Wong, Wan & Gao, 2017). The characteristic of this generation as being career-oriented makes them to be ready to work hard at the risk of work-life balance in the first stages of their careers. At the same time, they have expectations on flexibility and earning money in proportion to their postgraduate education. From this point of view, generation Y seeks a fair effort-reward balance. "Generation Y is prone to search encouraging and supportive management styles that enable them to show a successful performance in a dynamic work place" (Maxwell, Ogden & Broadbridge, 2010). Generation Z is considered as the most connected generation as they reach any kinds of information from the internet. Generation Z regards technology as a part of an ordinary life, but not an innovation needed to be adapted, ease or necessity. Comparing to the previous generations, they start to get a developed and well-organized education at an early age. They can benefit from the advantages of their education in working life. Regarding the mentioned characteristics of generation Z, "it is expected that they have the characteristics of multitasking, using technology in an effective way, individuality (not into teamwork), creativity, globalized point of view and nonstandard individual work" (Berkup Baysal, 2014).

Different life experiences of different generations may affect the value for external rewards of each generation. Newer generations have more individual and materialist value inclinations than in previous generations. On the other hand, "the idea of external rewards such as wage, material property and prestige are the main factors motivating people to work" (Twenge, Campbell, Hoffman & Lance, 2010).

However, innovative jobs are stronger motivators for today's young generation to work life than money. Members of generation Z observe that their parents work hard and spend less time at home and are more likely to dismiss themselves from work and believe that life is more than a high salary. Therefore, external rewards have a lower value for members of generation Z (Twenge, Campbell, Hoffman & Lance, 2010). Whereas others can be motivated through usual career models or high salary expectations, for generation Z, having a meaningful job is the most significant motivation factor. Work is not the only goal of life, it should have a deeper meaning, and ensure that you achieve solid goals. The workplace is not important for achieving these goals. Young generations, who are rejecting traditional office spaces and workplaces with existing culture and strict hierarchies, consider this kind of working life as an obstacle for productivity. Although, they adopt independent and flexible working models that are not strictly dependent on time and space of the type of work and the content of the activity.

A research carried out by BNP Paribas and The Boson Project in France shows the thoughts of 3,200 young people from France between the ages of 15 and 20 representing the generation Z in the working life and company environment. According to the results of the research, they describe young people with expressions as difficult, boring, brutal and stressful to work in the company. As they are always online in an ecosystem where they interact and communicate, generation Z considers success in work life is possible with a good network. Generation Z, which constantly strives to change professions and sectors in work life, prefers a job that they will be enthuasistic about and will love. They tend to consume information as quickly as the work, and they act in a hurry to work just like everything. Therefore, it can be said that the sense of loyalty of this generation, which is focused on "I", is lower compared to generation Y. Every working place where generation Z works, is open to innovation and difference and in-group task rotation, adopts flexible working styles, accepts teamwork, project-oriented working techniques. This new generation, who is graduating from universities for a few years, entering the work life and has different expectations and learning styles from other generations, will become a generation that will transform the companies and change the dynamics of work life thanks to their high knowledge on digital processes (Taş, Demirdöğmez and Küçükoğlu, 2017).

It is determined that generation Y has an expectation of flexibility regarding their job descriptions and working conditions, and their motivations are affected negatively when they are subjected to strict supervision, which creates a perception that they are not trusted. Working environment and management method are very effective factors for the motivation of the generation Y employees. In addition, receiving feedback or guidance from their superiors is an important basis for generation Y. It is also an important detail for them to receive regular feedback from their colleagues as well as their managers (Keleş, 2011). However, generation Y, like generation Z, does not attribute importance to internal rewards rather than external rewards. External rewards for them (salary payments, benefits, company policies and various types of supervision) are always the motivating factors in the first place. Because generation Y is a generation that follows order and rules and takes steps carefully when planning its own future comparing generation Z. But for generation Z, it is primarily motivating that they should feel enthuasistic about their work. If a generation Z does not like its job, it can immediately change time after time until gets a satisfaction. Therefore, generation Z, who can be motivated via the sources of internal motivation (content, satisfaction, pleasure, diversity, creativity) and highly confident, prefers to plan its future with individual decisions and responsibilities.

Conclusion

Besides deciding on the motivating and incentive types of human resource management which will be utilized by companies today, the main factors of generational differences, may occur in any industry or sector, should be taken into account. Studies suggest that strategies and tactics should be adapted in a way to reflect the differences between generations in order to create an effective plan to retain and motivate the employee.

Understanding the working values of young people from new generation assists companies to understand how they should structure appropriate jobs, working conditions, compensation packages and human resources policies to attract the generation Z. "The expectations of a generation about value or response from a job can be very different from the values of a member of generation Z in the workplace" (Twenge, 2010). As a result, management techniques that were effective for young workers 20 years ago may not be fully appropriate today. In addition, the same old hiring techniques that show the same old working fields may not be effective for every new generation while entering the workforce. "For instance, many companies are fully aware that they need to have a stronger existence on websites like Facebook. However, where should these advertisements and company explanations put the most probable emphasis for attracting generation Z?" What motivates generation Z to work and what do its members expect from a job? The answers to these questions should guide the recruitment and selection techniques employed by companies. For this reason, there is a great need for experimental research on the working values of generation Z as they will take places in the future working life actively (Twenge, Campbell, Hoffman & Lance, 2010). Limited researches on differences between generations in job values and motivations in the literature are often based on non-experimental data (stories, interviews) or problematic methods (cross-sectional studies which are unable to distinguish the effects of age and generation).

In today's world, young people are entering into the working life with different values relatively from other older generations that may affect recruitment and management. The ambitious and idealist characteristics of new generations make contributions to their motivational development. Managers are encouraged to recruit self-motivated employees and to identify reward and recognition practices, serve to encourage motivation among the existing employees. Unfortunately, intrinsic motivation cannot be managed directly; instead, intrinsic benefits such as assignments (as providing more challenging tasks) have an indirect effect on providing facilitating conditions. Human Resources Management practices should put an emphasis on self-actualization, self-control and self-regulation (e.g. flexible working arrangements, team-based working design and formal career

development). In addition, providing a balance between the old generation and the new generation in the workplace and adjusting the working conditions to the characteristics of the generations can make a difference for the enterprise.

It has been revealed that there are motivational differences for different generations in working life through the determinants of generations Y and Z. At this point, the main differences are formed within the period that generations were born and raised, and the effect of technological attractions. Hence, the main factors that motivate each generation are clarified within the framework of external and internal rewards.

Characteristics of the generations have a great impact on working attitudes and motivations of the employees. However, it is not true to mention that all generations have similar motivational effects. Therewithal, considering the fact that the individual is a social and psychological being; disregarding generational differences and its working standards that affect in working life (motivation, satisfaction and value factors, etc.) may reduce efficiency, performance and success, and damage the prosperity of employees.

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