

How to Reward and Lead the Next Generation “Z” in the Workplace

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Abstract - The objectives of this study were: 1) To understand Generation “Z” and how to deal with them in the workplace, 2) Understand what they need from their counterparts, supervisors and leaders, 3) Learn how to motivate them by focusing on both intrinsic and extrinsic rewards, 4) Understand the relationship between coaching style leadership and their job satisfaction, and 5) Understand the relationship between job satisfaction and performance.

Keywords - Generation “Z”, Counterparts, Supervisors, Leaders, Intrinsic and Extrinsic Rewards

I. INTRODUCTION

A. Background and Importance of the Issue

Generation “Z” is the generation that has changed the most in recent history. Rather than waiting, Generation “Z” will be those who want to do their own thing and lead new trends. Social media is helping break down barriers to communication about brands and products. This means that those looking for work can find and trace the story of an organization and employer thoroughly than ever before (Singh, 2014).

B. Research Questions

- 1) What are the characteristics of Generation “Z” and what do they need from their employers?
- 2) Between extrinsic and intrinsic rewards, which one is a better motivator for them?
- 3) Do they like coaching style leadership from their bosses?
- 4) Will job satisfaction lead to high

performance?

C. Hypothesis of the Study

H1: Different general information has different impacts on job satisfaction factors.

H2: Reward – Intrinsic & Extrinsic reward has a positive impact on job satisfaction among Generation “Z” staff.

H3: Managing style – Coaching has a positive impact on the Job Satisfaction of Generation “Z” staff.

H4: Job satisfaction has positive relationship with performance of Generation “Z”.

H5: Differences in General Information have different impacts to Managing style – Coaching.

II. LITERATURE REVIEWS

Generation Z, right after millennials or Generation Y, is also called Generation 2020 by Meister and Willyerd (2010). They define this generation as those who were born after the year 1997 and grown up in the world of a hyper connected internet. They learned about the internet before entering elementary school and read with an iPad more than their textbooks. Many have forecasted that this group of people will bring a new set of digital requirements and expectations to their employers very soon. By learning and interacting with others through the internet and doing many things at the same time, they have acquired the skill to multitask and process big quantities of data and information since they were young (Addor, n.a.). On the other hand, Addor (n.a.) also suggested that the internet, technology and life online has reduced their

interaction time with real people in the real world. Due to this point, some of Generation Z will have a hard time dealing with difficult people or situations or define those who they can trust.

Tulgan (2013) notes that people will perform their very best, for any individual, in an organization that they are engaged in. Employers must engage in teaching, parenting, and counseling relationships with Generation "Z" in order to earn their trust. They prefer to work in small defined groups with clear defined roles for each member and with a strong peer leader. Once the manager assigns them a task, with a defined role and a clearly set reward, they will feel responsible to carry out the task and try to succeed with their full effort.

III. RESEARCH METHODOLOGY

The researchers used a simple random sampling technique. The first step was to determine the size of the population in high school females and males, 400 sets were distributed at Satid's students from the Ministry of Education, Thailand in the year 2016 had the following school groups affiliated with Government Universities in Thailand 22 schools, of which 5 schools are in the Bangkok area and are secondary schools, which matches for this research with a target group of 16-19 years old.

A. Reliability Test

Using the Reliability analysis of IBM SPSS software, Shukla (2008) described reliability as a consistency of result or outcome over a period to test the reliability of a questionnaire. Many researchers suggest adopting split half reliability, or Cronbach's Alpha. By using this test, one can measure the internal consistency reliability. Both pre-and post-questionnaire launching scores must be above 0.7, or 70%. The result of both presented as Cronbach's Alpha score, was equal to 0.939.

B. Data Collection Method

The researcher adopted both primary and secondary data collection methods. Primary

data was originated by the researcher to answer the problems or research objectives at hand (Shukla, 2008). The secondary data was collected from various sources of magazines, journals and previous research. Although the secondary data could help researchers to minimize cost and to provide some answers to current problems, it might not solve all the problems or objectives which the researcher wished to achieve. On the other hand, the primary data was collected first hand and designed specifically to solve specific problems which the researchers identified.

C. Statistical Analysis

The researcher utilized both descriptive and quantitative analysis. Shukla (2008) described descriptive statistics as a description of the characteristics of the data. It includes mean, median, standard deviation, range of scores, etc. It provides a broad view of the characteristics of the sample to the researcher. The quantitative analysis provides a correlation or relationship between two or more variables. Various researchers have utilized this method to test their hypothesis and understand the impacts of one factor to another. Pearson correlation and T-test Anova are both simple tests that were used to test overall, a Frequency Measuring Test was also adopted to carry out this research to test the hypothesis.

D. Value Interpretation

To understand attitudes and the level of agreement and disagreement from the respondents, a Likert scale is recommended (Shukla, 2008). This scale allows respondents to express their feelings toward each statement and the topic under research. The researcher adopted 5 point Likert scale, instead of 4 or 7 points because of 4 point Likert scale does not have a mid or neutral point.

IV. RESEARCH FINDINGS

The study entitled "How to Reward and Lead the Next Generation "Z" in the Work Place" is a case study using questionnaires to collect and interpret data from Next Generation "Z" in Satid's School in the

Bangkok area, with a total sampling amount of 400 persons, the results of this study are shown in the Sixth part as follows:

A. Descriptive Statistics

The majority gender 68.5% are female 42.8% are 19 years old 63.2% Grade 6 that 46.5% interesting to work in High-tech Industries. 36.75% want to earn high social status which people acknowledge and 31.5% want to have a peaceful life.

B. Reward-Intrinsic & Extrinsic

More than 50% want to earn a good salary from the beginning of my career, 87% prefer flexible working hours and being fairly treated in organization. 51% can wait at least 6 months to work in the organization that they like, 91% like to have a job in which they can perform to the best ability. 87% prefer to work in organization which can use internet and other electrical devices, mobile, iPad, etc. during work hour, 86% rather choose to have an extra course of education which can choose to study outside of company or an exceptional experience like a massage yoga course, spa, etc. rather than receiving money or other monetary forms as reward.

C. Managing Style – Coaching

83% prefer supervisor which can provide assistant and coach anytime, 89% would likely be satisfied with the job if supervisor can provide assistance or consult anytime they need. 90% agree that leader should be someone whom they permit, not from the job title and immediate supervisor should be ready to coach them anytime. If they are not satisfied with the job, they won't do anything more than what supervisor requests. When they make the decisions, especially for problem solving, they need a supervisor's support to achieve the objectives. They want to do step by step, follow to the action plan as approved without comment until finished.

D. Job Satisfaction Factors

Internal Factors by ranking are follow by: 1) They will be satisfied when colleagues recognized their talent; 2) They will be satisfied with jobs that challenge knowledge

and abilities; 3) They will learn and develop the ability to fit the task to the assignments; 4) they will be satisfied when they can make suggestions and plan for the operation; and 5) they will have faith in the organization.

External Factors by ranking are follow by: 1) They will be satisfied when they can proof performance after done jobs as well; 2) They can earn bonus and money as reward when they can achieve goal; 3) They can get compliment from supervisor after finished jobs; 4) With the compensation and benefits received by the appropriate amount of work to do; and 5) They will be satisfied the criteria for assessing job properly inflated, justice and accountability.

E. Performance

The researcher considered the questionnaires asking about Performance will be better when satisfied and believe by ranking scale follow by: 1) in the organization; 2) keep learning and develop themselves anytime; 3) pre-planned operation; 4) good listener; 5) good responsibility and well manage schedule; 6) supervisor prompt to advise in the jobs; 7) good communication within organization; 8) good relationship in the organization; 9) incentive to work after successful; and 10) the goal of work settles clear every time.

V. SUMMARY AND CONCLUSION

This study aims to find ways to cope and adjust its strategy in the organization so that everyone can work together well. Understanding basics of this new Generation will help employees who are working get prepared to adapt and lead the organization and be successful. The unavoidable changes that are occurring in organizations are the essence of modern management and require understanding.

A. Descriptive Statistics

Many research materials write about Generation "Z" that immediately noticed a different perspective in them as they would be happy and tend to be more lives realistic. Perhaps it's because they watched their

families get the trouble from the negative posted in social media. They are Multi-tasking people that prefer to be on 5 screens at once to communicate with their social and can look around in other pages such as YouTube or even Facetime still run in the back screen.

B. Reward – Intrinsic & Extrinsic

Intrinsic: They evaluated at the end of work, both between supervisors and employees. This should be required to accept or recognize the true scope of working together. The format of the final work must be clear. If the supervisor wants the report prepared well the direct responsibility of the employee needs to be clearly identified, both master and crew must be aware of the expectations and responsibilities of themselves and others, each must know who is responsible.

Extrinsic: Generation “Z” needs good welfare benefits, as well as substantial loan to study, Welfare Sickness and benefits or other forms of entertainment, such as allowing employees to transfer, or exercise facilities, etc. The companies should take the staff outing to a difference place to create relationships within the organization.

C. Managing Style Factors

The organization needs to provide employees with a relationship in their team, then employees can perform quality work and dedication to the organization fully. The boss and the human resource department need to find ways to make people truly strengthened by creating a balance between work and personal life and creating a new style to work, much as a team. The team represents people in a “Teamwork”.

D. Job Satisfaction Factors

They have Safe and Healthy Working Conditions, an Opportunity to Use and Develop Worker Capabilities, an Opportunity for Continued Growth and Security, a healthy Social Environment of Workplace, Protection of Workers' Rights, Balance of Work and Non-Work Life, and Organizational Social Responsibility.

E. Performance Factors

The human resource department needs to create good relationships between employees and organizations and always create a positive image of the organization and society. The employees seek to increase opportunities for growth and expansion through the trust and confidence of the community that’s not only for the organization but it also helps to reduce problems in the community and nationally as well.

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(Arranged in the order of citation in the same fashion as the case of Footnotes.)

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