GENERATIONAL MOTIVATION DIFFERENCES AT THE R&D CENTERS: GEN Y AND GEN Z

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Abstract: There often seem to be differences in work values between employees (and managers) who are from different generation. There has been a continuing debate about the extent to which Gen Yers and Zers are motivated by similar values and processes as those from earlier generations, who were already in the workplace when earlier studies were conducted. An associated question might be whether Gen Yers (many of whom are now working as junior and middle managers) and Zers that work on R&D center subscribe to similar motivational techniques and theories as those managers who were born in an earlier generation. Although there has been a great deal of speculation and opinion regarding the motivation of the Generation Y and Z that work on R&D center, there has been relatively little formal research.

Keywords: GENERATION Y, GENERATION Z, GENERATIONAL DIFFERENT, RESEARCH AND DEVELOPMENT EMPLOYEES, WORK MOTIVATION, WORK VALUE, INNOVATION.

1. Introduction

The study of generational differences has garnered increasing interest among organizations, practitioners and researchers in recent years. There are many reasons for this keen interest, including the need to manage people from several different generations, to better adapt the workplace to a multigenerational workforce, to attract and retain new talent, and to identify the working conditions that will lead to positive attitudes and behaviours among younger generations [1]. Generation concept is defined a group that shares important vital events at the same birth year and critical developments within these events [2]. Generation Y is defined as those born between 1980 and 1995, while Generation Z is generally defined as the cohort of those born between 1995 and 2010. But in the national and international literature, Generation Z doesn’t take place on the classify vastly. The cause of it could be the period of time on which researchers of that time were in or being not predicted of changing of improving events on the World and ways of life rapidly with the effect of globalization at the same time [3].

In most families, the behaviors and interests of children—in music, dress, food, and attitudes toward work—differ substantially from the behaviors and interests of their parents. Given that culture is defined as a circumstance of shared values, generational differences could be construed as differences between cultures, much like the differences between nationalities. In much the same way, there often seem to be differences in work values between employees (and managers) who are from one generation and those from a different generation. There has been a continuing debate about the extent to which gen Yers and Zers are motivated by similar values and processes as those from earlier generations, who were already in the workplace when earlier studies were conducted. An associated question might be whether gen Yers (many of whom are now working as junior and middle managers) and Zers that work on R&D center subscribe to similar motivational techniques and theories as those managers who were born in an earlier generation. Although there has been a great deal of speculation and opinion regarding the motivation of the Generation Y and Z that work on R&D center, there has been relatively little formal research.

This study firstly explains the individual and organizational characteristics of generation Y and Z in a comparative manner. This study provides comparative information on the attitude and work motivation of gene Y and gene Z in the workplace. The intergenerational differences of R&D employees who constitute the main axis of the study are discussed within the context of organizational motivational determinants. The studies and researches on this subject have been compiled and analyzed in a holistic manner.

2. Generation Y

Generation Y is a collective term used to refer to those born between 1980 and 2000, also referred to as the Internet or dot.com generation. Generation Y grew up in a time of economic expansion and prosperity, but is maturing during years of economic uncertainty and upheavals. Many Yers have work experience while being a student before they graduate from school and enter the full-time workforce. It is assumed, “therefore, that they have clear expectations about what they want to do, for whom they work, and who they want to be in the future” [4].

They favor an inclusive management style, tend to dislike slowness, and desire immediate feedback about their performance [5]. Baruch (2004) argues that “they seem to be less interested in a lifelong job, but more interested in challenging and meaningful tasks that help to achieve high career goals” [6]. Nevertheless, enjoying a fulfilled and balanced life also appears to be a motivator for this generation. They are willing to fight for freedom, and value home and family. Different from Generation Xers and other older employees, the Yers want to enjoy their work but not let it rule their lives. Employment flexibility is away of achieving work-life balance, so management and organizational culture should support such flexibility [7]. Generation Yers have a drive for career success, and crave opportunity and responsibility [8].

In the workplace, Suleman and Nelson (2011) described “Gen Y as providing competitive advantages to companies because Gen Y employees are highly educated, well-versed in technology, innovative and confident” [9]. On the other hand, “Gen Y employees have also been found challenging to deal with as they not only demand clear instruction and instant feedback (Saxena and Jain, 2012; Petroulas, et al, 2010) but also has a short-term focus and low loyalty to companies” [10].

The Ys are the first technologic and global generation of the world. Their most distinctive trait, which differs from other generations, is that they live together with the technology. Therefore it is remembered as the “most technological generation”. The Ys often use technology in order to carry out the tasks they are commissioned. We may suggest that their adaptation capacity is high. They are a generation who is able to keep pace with change, even like and want it. They are aware of speed of change. They can fulfill their all sorts of work very quickly. The Ys do not like waiting and do not know to be patient [11].

On the other hand, the members of the Generation Y can think more globally than the other generations can do as they were born into a globalized world. They respect other races, sexes, ethnic origins, cultural values and sexual choices. Depending on the terrorist attacks they suffered from, instabilities in politics and their distrustfulness for authority and politicians, the Ys prefer making short-run plans to long-run plans. Another trait of the Ys is that “they want any job they do to be fruitful and different. As they are resolved and selfreliant they hold their motivation high” [11].
Thanks to the advantage of being a technological generation the employees of the Generation Y do not have any difficulty in researching and may use the information they get for their job. They easily may access to information and use it to solve the common problems of the company they work for. “The Ys have an ability to compile information from different sources and use it to solve the problems filtering out the information they gather as they are exposed to information bombardment since they were born” [12]. The Y employees want to be led at the corporation they work for and prefer an individual work supported by coaching.

In order to motivate the Generation Y, who challenge the authority, do not like the orders and hierarchy and not are impressed by the title and position, need a manager believing in and supporting them. As the children who grew up with the family support they want the older staff to be their manager – not their fellows. “They need the fellow to have fun in the workplace and set up a pleasant work environment” [11].

The Generation Y expecting quick promotions because of their impatient personalities may easily change the job unless they are promoted. Changing job seems to be a normal thing for this generation. The Generation Y, with its character open to change, do not have a difficulty in adapting to the new companies in which they are employed. Therefore they prefer working to live to living to work. The members of this generation who are able to do more than one job at the same time and prefer multitasking jobs – even careers – want to be known by their careers not the job they do. The employees of the Generation Y attaching importance to the spiritual values in business life and demanding their opinion to be asked always want to be active in the company. “Instead of being a part of a chain that is unaware of what it is doing, they choose to be in a critical position regarding the vision of the company and involve in the innovation works to improve the company” [13].

The members of the Generation Y work to become free not for money. They aim to improve their careers together with their seniors coaching them. They lean towards teamwork within the corporation in order to gain their personal goals. “The Ys, who want to work for technology-integrated companies thanks to their entrepreneurial and innovative spirits, prefer using instant messaging and e-mail. Initially they may discourage the companies because of their different personalities. But soon after they start to work, they may make a breakthrough for the companies that achieve to obtain efficiency from them. The way to keep the Ys in the company is to motivate them” [11].

3. Generation Z

The Generation Z, “consisting of the people born since 1995, are also called as Children of Internet, Digital Generation, Digital Natives, Media Generation, i-com Generation, iGen or Instant Online” [14].

The most distinctive traits of the Generation Z are reliance, freedom, individualism, addiction to technology and speed. There is a great difference in terms of utilizing technology between this generation and the Generation X, who are their parents. The Zs are the children of PC, GSM and Internet. The members of the Generation Z trying to comprehend the rapidly changing world and grow up in it are the generation of the future. The evaluations carried out regarding the Z generation cannot go beyond supposition as they are under age, their personalities are not matured and it is not known what events may have an impact on them in the years to come. The Generation Z, the children of the Xs that were an important generation, is a complete technology generation as they were born into technology rather than being accustomed to it. They have been equipped with the technological devices since they were babies. “The members of the Z generation who born in a techno-global age will be the contact person in any location of the world in seconds and share information. The Zs that may be called as the technology addict have a command of Internet technology, play Internet-based games, socialize on Internet environment, like to be online 7/24, get information from Internet and share continuously something” [11].

One of the positive traits contributed to this generation by the Internet technology is that they are able to be interested in more than one subject at the same time. As their ability to be interested in more than one issue is highly advanced, they are thought to have the highest motor skill synchronization for hand, eye and ear in the history of humanity. The Zs like activities and games allowing creativity. Their most distinct traits are socializing through Internet, consuming rapidly, practicality and speed, interactivity, efficiency, dissatisfaction and being result-oriented. They suppose anything possible in the World and can do everything thanks to their equipment. Their self-reliance is high. They tend to be efficient and innovative. “They are expected to live under better living standards, longer and be wealthier than the previous generations thanks to the advanced technology. The Zs still continue to study today” [11].

Gamification is a delightful concept: it is a creditable idea to use “video game elements to improve user experience and user engagement in non-game services and applications” [15]. Increased engagement is claimed to have numerous benefits like improved performance and greater user satisfaction [16]. The basic mechanics of gamification are closely related to the mechanics of game design: addressing the human desire for socializing, learning, mastery, competition, achievement, status, self expression, altruism, or closure [16]. An important element of games and thus gamification is to make small steps of progress visible and thus look greater.

Nowadays, the theories of gamification that are closely related to gen Z, and these effects on their business life are important. On the other hand gamification is technology that can drive gen Z engagement at work. “Gamification is the application of big data and video game mechanics to workplace activities. With many companies already using contests and competitions to engage their employees, gamification technology can help formalize a performance-driven culture. It can also teach new skills and increase transparency with real-time feedback, he added — all traits that appeal to those in gen Z” [17].

4. Generational Motivational Differences at the Research and Development Services (Gen Y and Gen Z)

In addition to deciding the types of HRM motivators and incentives to be used, unlike any other industry or field, an organization with employees in research and development must consider other underlying factors. One of these factors is generational differences. Studies show that “in order for an organization to build an effective retention plan and keep its employee base highly motivated, strategies and tactics need to be tailored to reflect generational differences” [18].

For decades researchers have acknowledged that both pecuniary and nonpecuniary incentives play a critical role in research and development or innovative activity. In the previous chapter, we emphasized the personal characteristics and various determinants of the generation y and z. Adaptation to technological changes and innovative ideas that affect deeply both generations are important in R & D services [18].

According to the (2014) Millennial Branding and Randstad US' research, reveals other attributes that distinguish Gen Z and Gen Y employees. “Gen Z has a clear advantage over Gen Y because they appear to be more realistic instead of optimistic, are likely to be more career-minded, and can quickly adapt to new technology to work more effectively,‖. “Additionally, since Gen Z has seen how much Gen Y has struggled in the recession, they come to the workplace better prepared, less entitled and more equipped to succeed.” Research (2014) by Millennial Branding and Randstad US provides an insightful picture of what employers can use to
motivate, drive and inspire this newest generation as part of their overall recruitment and retention strategy. “Generations are increasingly separated along narrower age bands, requiring managers to juggle the needs and preferences of four or even five distinct generations working side by side” [19].

As compared with the previous generations they start to be educated at the earlier age and get a developed and planned education. They may benefit from the advantages of the education they get in business life. Just a few of them can work because of their age. Based on the specified traits of the Generation Z, “they are expected to have characteristics such as multitasking, efficient technology utilization, individualism (not to like the teamwork), creativity, global point of view and preference of non-standard and personalized works” [11].

The disparate life experiences encountered by different generations may affect each generation’s value for extrinsic rewards. More recent generations have more individualistic and materialistic value orientations than past generations. “On the other hand the notion that extrinsic rewards such as pay, material possessions, and prestige are the primary factors that motivate humans to work is as old as the scientific study of work itself” [21].

In contrast today’s young generation is more motivated by innovative work than by money. Given that they saw their parents work too hard and spend less time at home, and that they are more likely to be laid off themselves, Gen Z members may believe that there is more to life than a big salary, resulting in a lower value for the extrinsic rewards by Gen Z [21]. “Nevertheless, based on the belief that Gen Z cares more about volunteerism and social issues, a number of companies, as a way to attract younger employees, have introduced extensive volunteer programs that allow employees to do volunteer work on the company’s time” [21].

To sum up, Gen Y and Gen Z love the idea of freedom at work. Whereas others may be motivated by classic career models or the prospect of a high salary, having meaningful work is the number 1 motivation factor for these younger generations. Work is not an end in itself – it must have a deeper meaning, be fulfilling and enable you to achieve tangible goals. To reach these goals, the place of work is irrelevant. Especially if your workplace is a place that can improve R & D and quality services. Thus empirical research conducted on generational work values of Gen Z is needed” [21].

5. Discussion

Understanding the work values of new generation young individuals helps organizations appreciate how to structure jobs, working conditions, compensation packages, and human resource policies to attract Gen Z. “What a other different generation valued or expected from work when he or she was young may be very different from what a member of Gen Z values coming into the workplace” [21]. Thus, the management techniques that were effective for young workers 20 years ago may not work now. In addition, the same old recruiting techniques outlining the same old jobs may not be effective for each new generation as it enters the workforce. “For example, many companies recognize they should have a stronger presence on Internet sites such as Facebook. But what should those advertisements and company descriptions emphasize—what will be most likely to attract Gen Z? What motivates Gen Z to work, and what do its members want out of a job? The answers to these questions should drive the recruiting and retention techniques used by companies. Thus empirical research conducted on generational work values of Gen Z is needed” [21].

The limited research on generational differences in work values and work motivation has often relied on nonempirical data (anecdotes, interviews) or problematic methods (cross-sectional studies, which cannot separate the effects of age and generation).

“The effects of age can be explained by generational differences, as younger employees may not perceive the standard nine-to-five working day as a norm and may be more willing to explore flexible working time arrangements” [23].

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<th>Table 1: An Overview of The Working Generations (Gen Y and Gen Z)</th>
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<td>Career Multitaskers – Will Move Seamlessly Between Organisations And &quot;Pop-Up&quot; Businesses</td>
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Employees who want a lot of creativity intensity in their work may need to be given more flexibility in choosing the most appropriate times to realise their creative potential. Managers of R&D employees might discover that offering freedom in choosing daily and weekly working time in creativity intensive R&D jobs may benefit both the employer and the employee [23].

6. Conclusion

This study contributes to the literature with the compared analysis, of the work values and work motivation of Gen Z and Gen Y, important in R&D services. R&D employees prefer to challenge themselves generally to do better than others, due to the requirements of their roles in creativity and risk-resistance.

Young workers are now entering the workforce with different values, on average, from other older generation, which may affect recruitment and management. The ambition and idealistic role of the new generations makes them able to develop in a motivational way.

Managers are encouraged to both recruit R&D professionals who are intrinsically motivated and identify the rewards and recognition practices that serve to promote intrinsic motivation among existing employees. Unfortunately, intrinsic motivation cannot be administered directly; rather, intrinsic benefits must be provided “more indirectly in the provision of facilitating conditions, through, for example, task assignments (e.g., providing more challenging assignments).” “HRM practices should emphasize self-actualization, self-control, and self-regulation (e.g., through the use of flexible working arrangements, team-based job design, and formalized career development)” [18].

In sum, it appears that both intrinsic and extrinsic motivation resources are important to R&D employees. But considering intergenerational differences of R&D employees design an appropriate mix of extrinsic and intrinsic incentives is important.

It is important to adopt change in order to make the achievements of R & D studies sustainable and to prevent inter-generational conflicts. “Moreover, the nature of work itself, and creative knowledge work in particular, has changed considerably in recent decades, and younger professionals entering the workforce might be more able to adapt to those changes by using more flexible working time to improve their individual competitiveness in the creative R&D labor market” [23].

Overall, generational characteristics have a strong impact on the work attitude and motivation that creative R & D employees. It appears to be unwise to have similar working motivation factors for all generations. Working conditions (such as motivation and value factors) that ignore the generational preferences of the employee may make work results less efficient and could harm the well-being of the employee, at least in the case of the creative R&D employees covered by this study.

7. References


