Analysis of How Companies Should Prepare to Recruit and Manage Generation Z

The Honors Program
Analysis of How Companies Should Prepare to Recruit and Manage Generation Z
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Table of Contents

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ABSTRACT

The purpose of this report is to analyze if companies are adequately prepared to recruit and manage Generation Z as they enter the workforce in the coming years. This report analyzes the differences between Generation Z and the prior generations, and makes recommendations of how to recruit and manage these individuals. Generation Z are those born between 1997 and the 2010, and are just beginning to enter the workforce. Although Generation Z is often thought of as very similar to Millennials, this report explains the important differences that make Generation Z unique. I first provide an overview of the prior generations based on my research of peer reviewed articles. After, I describe the attributes of Generation Z and explain the differences between Generation Z and Millennials based on the research. Next, I discuss the surveys that I conducted and the results, and the issues with the data collection. I then explain the important role that Generation Z has in the workforce. Following this, I recommend how companies should change their recruitment techniques to attract Generation Z. Next, I discuss the common management styles that companies currently use, and then recommend how companies should change these styles to effectively manage Generation Z. Finally, I discuss how companies are inadequately prepared to recruit and manage Generation Z and explain why companies need to start to make changes to their recruitment and management now rather than waiting.

INTRODUCTION

This report discusses the need for companies to change their current recruitment and management approaches in order to effectively attract and manage Generation Z. There is a lot of literature about how to recruit and manage Millennials, but there is nothing written about how companies should recruit and manage Generation Z. Understanding Generation Z is important for several reasons.

1. There are a lot of major differences between Generation Z and all the generations before them, and therefore recruitment and management styles need to change.

2. The recruitment and management styles currently used were created by Generation X or Millennials to be used with these generations, and the differences of Generation Z were not accounted for when these methods were put in place.

3. Generation Z has already begun to enter the workforce, and are going to make up 20% percent of the workforce by 2020.

LITERATURE REVIEW

Through my research I found that a lot has been written about the recruitment and management of the different generations. However, there is no literature about the recruitment and management of Generation Z. Although nothing is written about the recruitment and management of Generation Z, there is literature written about the general attributes of Generation Z. Wiedmer (2016) and Friesner (2014) analyzed the five current generations which are the Traditionalists, Baby Boomers, Generation X, Millennials, and Generation Z (each generation is described in detail in the following section). Steinmetz and Sanburn (2015) found similar attributes of Generation Z, and focused on the comparison between the attributes of Millennials and Generation Z and left out the prior generations. Dillon (2007), and Castellano (2016), also discussed the attributes of Generation Z, but focused on how their use of technology differs from Millennials. An additional difference between Millennials and Generation Z is that Generation Z is more independent as well as better prepared to work in a global economy (Levi, 2015).

In his study, Wiedmer (2016) found that each generation has attributes that make them unique and require companies to recruit and manage each generation differently compared to the generations before. The opportunity for career growth, how they prefer to communicate at work, if they support the company's mission, and if the job allows self-directed work were found to be the four main differences between Millennials and Generation Z when searching for a job (Wiedmer, 2016, Leonard, 2014, and Downs, 2016). Kingston (2016) also studied what Generation Z wants in a job. However, her findings differed from the findings of Wiedmer, Leonard and Downs. Kingston (2016) found that the top priority to Generation Z is working at a company that is involved in its community. Jensen (2015) supported Kingston's findings, and discussed how charity work and volunteer opportunities through work are bigger factors to Generation Z compared to Millennials when deciding where to work. Since this is such an emerging topic, there were limited academic journal articles about Generation Z, so I also used internet sources. I also conducted my own surveys to test the differences listed above, and the surveys and the results will be discussed later in this report.

THE FIVE CURRENT GENERATIONS IN THE WORKFORCE

The current workforce is made up of five generations, which are the traditionalists, Baby Boomers, Generation X, Generation Y, and Generation Z. The Traditionalist generation consists of those born between 1900 and 1945. They are also referred to as the Radio Babies, Industrialists, or the World War II Generation. Since these individuals are older most have already retired and are no longer in the workforce, and the entire generation only accounts for 5% percent of the total workforce (Wiedmer, 2016). However, companies still need to know how to best manage those who are still in the workforce. These individuals respond best to a clear chain of command, unlike the younger generations. They learn best through formal instructions, and seek tangible rewards such as money or certificates of accomplishment. This is because a lot of Traditionalists fought in World War II and were used to structure and a chain of command, and those who did not fight lived in a country that was very strict during the war (Costanza et al., 2012). Traditionalists are disciplined and loyal employees, and are a

good asset to the company as long as they receive recognition and tangible rewards from their supervisors.

The next generation is the Baby Boomer generation, which consists of individuals born during the baby boom that occurred after World War II. The generation is often subdivided into the early boomers, those born between 1946 and 1955, and the late boomers born between 1955 and 1964 (Wiedmer, 2016). Baby Boomers are known for being hard working, committed, self-disciplined, and goal oriented individuals who play an important role in many companies. One issue that Baby Boomers present to companies is the fact that they strive to have authority. This leads to them being be difficult to manage, especially if their manager is younger than they are. Wiedmer (2016) found that Baby Boomers work best when they receive recognition and rewards such as perks, position, or prestige (the 3 p's). Baby Boomers are beginning to retire in large numbers, therefore, companies need to prepare to replace these employees as they retire in the next few years.

The third generation in Generation X, which includes those born between 1965 and 1980. These individuals are also referred to as Post-Boomers, or Gen Bust because they were born after the Baby Boomers and the generation as a whole is much smaller than the Baby Boomer generation (Wiedmer, 2016). It was common for these individuals to have been put in daycare, have parents who were workaholics and a lot of the generation experienced their parents being divorced. This has led to the generation being family oriented. In addition to being family oriented, these individuals are also the most educated generation with 29% percent having their bachelor's degree or higher (Wiedmer, 2016). These workers are less loyal to their employers and often move between multiple different companies throughout their careers. They are also more accepting of change and expect change at the company. These employees desire a work life balance, and money and promotions do not persuade them to work overtime. Generation X is also more independent compared to the prior generations and desires self-directed work and freedom and does not want to be micromanaged. Managers must also be prepared to explain the reasoning behind all their decisions because Generation X workers question every decision and do not blindly follow orders (Wiedmer, 2016).

Companies can expect Generation X workers to be self-motivated, but should also expect them not to stay with the company throughout their entire working career.

Following Generation X is Generation Y which consists of those born between 1981 and 1996. The individuals in this generation are often referred to as Millennials, which is the term used throughout this report. Millennials are independent, but expect their managers to provide clear goals and feedback, and mentor them to help them improve their performance at work and also their overall abilities. Millennials enjoy solving problems on their own, and work best if they can multitask (Wiedmer, 2016). Similar to Generation X, Millennials move between companies throughout their careers, however they are more loyal than Generation X employees, especially if the company stays updated with the latest technology. In order for companies to attract and retain Millennials they should allow self-directed work, provide feedback and mentoring, and allow Millennials to use technology in their work.

GENERATION Z

Generation Z consists of those born between 1997 and 2010. These individuals have already begun to enter the workforce, and although they currently make up only a small percentage of the workforce, they are going to make up 20% percent of the workforce by 2020, and the percentage is only going to increase after (Appendix A). Generation Z has some very important differences from the prior generations, including the Millennials, and therefore companies need to change their recruitment and management in order to recruit, retain and manage Generation Z effectively. (This section explains the main differences, and the reasons why these differences exist are explained in the next section).

Based on the research, there are seven important attributes that make Generation Z different from Millennials, and all the prior generations. First, when searching for a job the top priority of Generation Z is one that offers a lot of career growth opportunities. A study of 2,000 Generation Z's conducted by Robert Half and Enactus in 2015, found that 32% percent expect to be in a management position within five years after starting at the company, and another 24% percent expect to be on track to become a manager ("Generation Z: Here's How to Turn Your Career Expectations into Reality", 2016). When Baby Boomers, Generation X, and

Millennials were surveyed, career advancement placed eighth on the list of the most important job factors. The top factors to Baby Boomers, Generation X, and Millennials include a fair salary, job security and a good manager.

Second, Generation Z is very entrepreneurial, and wants a job that offers freedom, self-directed projects, and flexible work schedules. The 2015 study performed by Sparks & Honey, found that 72% percent of the generation would like to start their own company one day (Kingston, 2016). The study also found that only 64% percent of Generation Z is interested in higher education, compared to 71% percent of Millennials (Kingston, 42-45). The difference between Millennials and Generation Z is because of their different upbringings (which is explained in in detail in sections to follow). When Millennials were growing up, they were taught by their teachers and coaches that teamwork is important. Millennials have brought the notion that teamwork is important into their careers, which allows them to work well in groups and want group work. They were also taught that getting a good education and sticking to a schedule leads to success. On the other hand, Generation Z was involved in a lot of independent activities as they grew up, such as video games, computer games and their personal electronics (Donston-Miller, 2016). Having independence growing up has led to Generation Z being more entrepreneurial, having a lesser desire to attain higher education degrees, wanting flexible schedules, and wanting more autonomy and freedom overall.

Third, a study by Millennial Branding and Randstad found that 20% percent of Generation Z desires telecommuting compared to only 11% percent of Millennials (Leonard, 2014). Telecommuting is a trend that has become more common in recent years, but as Generation Z enters the workforce the desire to have the option to telecommute is going to increase significantly. Since Generation Z is very independent and wants autonomy and freedom at work, they also want the option to work at home, where they have complete control over their work.

The fourth difference is that Generation Z wants in-person communication. One surprising fact is that 53% percent of Generation Z actually prefers face to face communication rather than electronic communication (Leonard, 2014, and Downs, 2016). A lot of companies

assume that since Generation Z has had access to various forms of technology their entire lives (such as iPods, smartphones and tablets) they want to use these technologies to communicate. However, they actually prefer to communicate face to face. This seems contradictory since Generation Z desires telecommuting more than Millennials, but when you include a third variable, self-directed work and freedom, it makes sense. Generation Z wants to be able to choose if they go into the office or work from home. If they choose to work from home they do not have a problem with being alone and communicating through technology. However, on the days that they choose to go into the office they want to have face to face communication.

The fifth attribute that differentiates Generation Z is that they want to work at a company whose beliefs match their own. A study of Generation Z, conducted by Robert Half and Enactus, showed that 30% percent would accept lower wages to work at a company that has a mission that the individual cares about (Downs, 2016). Generation Z also wants to help their community and all of society. According to Sparks & Honey, a New York advertising company, 60% percent of Generation Z wants a job that has a social impact, compared to only 31% percent of Millennials (Kingston, 2016). All of the prior generations have been motivated with money, promotions, extra vacation days, and other personal rewards and recognition. However, community volunteer opportunities and other forms of charity work are better motivators for Generation Z. Of course Generation Z is still going to want personal rewards, but the opportunity to help others, which is not a major focus of current incentive programs, is going to be a major motivator for the newest generation.

Sixth, Millennials are more motivated with money compared to Generation Z. Robert Half and Enactus found that 42% percent of Millennials stated that money was their top motivator, compared to only 28% percent of Generation Z (Leonard, 2014). The important incentives to Generation Z are intangible rewards mentioned previously, such as flexible work schedules, autonomy, volunteerism, and personal communication.

Seventh, Generation Z is more adaptable, learns technology more quickly, is less entitled, and is less optimistic compared to Millennials. Generation Z is more open to change, which is

what companies want since today's markets require continuous change. Generation Z can also learn new technology quickly which is crucial since technology is evolving at such a rapid pace. Much of Generation Z was computer literate before they entered primary school, and since technology is second nature to them they pick up on new technologies very quickly (Wellner, 2000). One common misperception about Generation Z is that they are lazy and feel entitled to receive rewards without working hard. However, although Generation Z does want more rewards compared to Millennials, they also work hard to achieve their goals (Leonard, 2014). Generation Z saw Millennials suffer in the job market during the recession, so they appreciate the opportunity to work hard to achieve their goals (Leonard, 2014). An important factor when it comes to achieving their goals is that Generation Z wants to know the exact steps that they need to take in order to reach their desired outcomes. If managers provide Generation Z with an action plan of how to achieve their goals then Generation Z is going to put in the work to earn their desired rewards. Leonard (2014) also claims that Generation Z is less optimistic and more realistic than Millennials. This is valuable to companies because it helps Generation Z stay grounded and focus on real results. Generation Z saw unemployment increase during the recession, and would be glad to have a secure job. They realize that no job is perfect and have realistic expectations of the work that they need to put in and the rewards that they can receive.

EXPLANATION OF WHY GENERATION Z IS DIFFERENT

Social and historical events help to shape the attitudes and behaviors of different generations (Costanza et al., 2012). The events that occur during the early years of an individual's life have a significant effect on how they act when they grow up. For example, Baby Boomers grew up during the Cold War, the Korean War, and the Vietnam War, and this created a sense of nationalism and commitment and loyalty to their country which has translated into loyalty and commitment to their company. Each generation had different social events and historical events that helped shape their attitudes and beliefs, and Generation Z is no different (Costanza et al., 2012).

Generation Z is the most diverse generation, which has led to them being accepting of differences (Turner, 2015). Biracial and multiracial children are the fastest growing segments

of Generation Z, and the LGBTQ community is also growing through Generation Z. Additionally, more of Generation Z was raised in urban areas compared to the prior generations, and this has allowed them to be exposed to different cultures which has made them more accepting (Turner, 2015). A third factor that has led Generation Z to be more accepting is global conflicts. Generation Z grew up while the Iraq and Afghanistan wars were taking place, and global conflicts are constantly on the news. This has led to Generation Z being accepting of all people from all corners of the earth because they realize that we all face similar challenges (Turner, 2015). Since Generation Z is more accepting of everyone around them they have a stronger sense of community compared to the prior generations which explains why they want to work at companies that help their community and have a mission that they support.

One major event that has shaped Generation Z is the 2008 recession. Generation Z experienced their parents manage financial struggles, and are well aware of the widening income gap (Turner, 2015). This could explain why career growth opportunities are so important to Generation Z. Since they saw a lot of low wage jobs go away, Generation Z wants to work at a company where they can quickly move up through the ranks to a position that might be more secure. This could also explain their desire to communicate in person to create connections with their managers rather than electronic communication. If Generation Z can form a bond with their managers then their manager might be more reluctant to lay them off than if the manager just thought of them as an email address.

Turner (2015) also found that participation in social outings is less important than technology to Generation Z. Generation Z ranked going out with friends, going to sporting events, and attending different social events, below being able to use their phone and other gadgets (Turner, 2015). They would rather be by themselves on their phone than be with friends but not be able to use their phone (Turner, 2015). This could explain their desire to have freedom at work, flexible work schedules and telecommuting. Generation Z is used to doing what they want when they want and not having to follow orders or go along with the crowd. This is the same at work, and they want to make the decision about how and when their work gets accomplished. Shatto, and Erwin (2017) also found that Generation Z is more productive if

they are allowed to multitask, and have freedom and autonomy. Therefore, companies should allow Generation Z to multitask and have authority.

RESEARCH METHODS

To test the differences found through my research, I conducted my own survey of Millennials and Generation Z. I created a twelve question survey, using Google Forms, with questions based on questions that were used in various prior surveys (Appendix B). I sent the survey to both Millennials and Generation Z through email as well as posting a link on Facebook. I received 163 responses and was able to use 65 because 98 of the respondents were neither Millennials nor Generation Z.

I also wanted to find if those who manage Generation Z notice differences between Generation Z and Millennials. Since Generation Z has not entered the workforce in large numbers yet, I was only able to survey a handful of managers that have had experience managing Generation Z. To supplement this small group I also surveyed professors at Bryant University who taught first year students during the 2016 - 2017 school year. This is the first class of Generation Z students to enter college. I created the survey using Google Forms once again, and I came up with the questions myself since there have been no surveys of managers or professor of Generation Z to base the questions on (Appendix C). I sent the survey via email and received 30 responses and was able to use all 30 because all either taught or managed Generation Z.

FINDINGS

The survey results found that Millennials actually want to use technology at work more compared to Generation Z which is consistent with the prior research. I asked Generation Z and Millennials how important technology use at work is to them (Appendix B). Seventy-Five percent of Generation Z's surveyed stated that they would accept a job that involves little to no technology use. Millennials were the complete opposite with only 28% percent stating that they would accept a job with little to no technology use. Since the responses were written

rather than numerical I could not run a t – test, but the wide range suggests that the difference is likely to be significant.

I also asked Generation Z and Millennials to rank the importance of an additional eight factors on a scale 1 – 5, with 1 being not important at all and 5 being very important. Since these results were numerical I was able to run a t-test. According to the t-test, there is a statistically significant difference between Millennials and Generation Z on the importance of the company's mission, and career growth opportunities. Both of these variables have a P (T <= t) one tail and a P (T <= t) two trail that are less than 5% percent which means that the null hypothesis, which was that there is no difference, can be rejected. However, the results are opposite of what the research predicted. According to the survey Millennials desire career growth opportunities significantly more than Generation Z. Additionally, working at a company that has a mission that they support was also found to be significantly more important to Millennials.

					t - test.	
Importance (Scale 1 - 5). ▾	Generation ▾	Millennials. ▾	Variance. ▾	The Standard Deviation. ▾	P(T<=t) one-tail. ▾	P(T<=t) two-tail. ▾
If the company has a mission that they support.	3	3.7	0.245	0.494974747	0.000177523	0.000355046
Career growth opportunities.	3.6	4.7	0.605	0.777817459	0.010666495	0.021332989
Getting along with their boss.	4.5	4.5	0	0	0.437650796	0.875301592
Getting along with their coworkers.	4.2	4.4	0.02	0.141421356	0.268347562	0.536695124
Telecommuting.	3.4	3.6	0.02	0.141421356	0.175064694	0.350129388
Salary.	4	4.1	0.005	0.070710678	0.399084685	0.798169369
Work life balance.	4.5	4.1	0.08	0.282842712	0.173126325	0.34625265
Self directed work.	3.6	3.8	0.02	0.141421356	0.099933729	0.199867459

I then created a survey to compare what Generation Z's professors and managers think Generation Z wants in a job to what Generation Z actually said that they want in a job (Appendix C).

					t - test.	
Importance (Scale 1 - 5). ▾	Generation Z ▾	What Managers Expect. ▾	Variance ▾	The Standard Deviation ▾	P(T<=t) one-tail ▾	P(T<=t) two-tail. ▾
If the company has a mission that they support.	3	3.89	0.39605	0.629325035	0.263170341	0.526340682
Career growth opportunities.	3.6	4	0.08	0.282842712	0.116791687	0.233583374
Telecommuting.	3.4	3.87	0.11045	0.332340187	0.061798577	0.123597154
Self directed work.	3.6	3.48	0.0072	0.084852814	0.396990323	0.793980646
Use of technology at work.	3.1	4.8	1.445	1.202081528	0.010794091	0.021588181

The importance of technology had a statistically significant difference between what Generation Z's professors and managers think Generation Z wants and what Generation Z actually wants. The survey found that professors and managers think that Generation Z wants to use as much technology as possible at work, but Generation Z stated that they only require simple technology use at work.

DISCUSSION

The survey found that the use of technology at work is more important to Millennials than Generation Z. Generation Z has had access to various forms of technology since they were born, compared to Millennials who grew up as computers were becoming household items (Taylor, 2015). Since the late 2000's, when almost everyone owned a smartphone or tablet, it has been common to see children using these gadgets. Now it's 2017, and those young children are beginning to enter the workforce, and one would expect that Generation Z would want to use multiple forms of technology in all aspects of their work. However, the survey found that this is not the case. The argument can be made that although Generation Z uses technology in their personal lives, they do not demand a lot of technology use at work because they already have so much technology use outside of work. However, there is no further research to support this claim. Therefore, additional studies need to be conducted to find if the sample group in my survey indeed represents the attitudes of the entire generation.

The survey's also found a gap between the technology use that professors and managers expect Generation Z to want in their job and what Generation Z actually wants. The survey

results found that professors and managers expect Generation Z to want more technology use at work than Generation Z actually stated that they want. The reason that this gap exists is because the expectations of professors and managers are based on their observations of how Generation Z acts, without asking Generation Z what they want.

There is also a statistically significant difference when it comes to supporting the company's mission, and the desire to have career growth opportunities. However, the survey found that the company's mission and career growth opportunities are more important to Millennials than Generation Z. This is inconsistent with the research.

Since most of Generation Z has not yet entered the workforce, they do not have real work experience to base their survey answers on. For example, they might think that the company's mission and career growth opportunities are not important to them, but this might change when they actually begin work. The prior research is more reliable because it predicts the factors that are going to be important to Generation Z based on their attributes. Researchers might actually have a better understanding, compared to Generation Z themselves, of what is going to be important to Generation Z. They can compare the attributes of Generation Z to the attributes of the prior generations and determine which work factors are likely to be important. Therefore, companies should change their recruitment and management styles based on the prior research rather than the surveys conducted for this report because Generation Z's answers might change once they actually begin working.

THE IMPORTANCE OF GENERATION Z IN THE WORKFORCE

Although there is research about the attributes of Generation Z, there is a lack of research about how companies should recruit and manage Generation Z. The research shows that there are several important differences between Millennials and Generation Z, and this requires companies to adapt their recruitment and management styles if they want to recruit and manage Generation Z effectively. The survey's that I conducted supported some of these differences, found some differences to be insignificant, and found that career growth opportunities and the companies mission were significantly more important to Millennials,

which is contrary to the prior research. However, companies should change their recruitment and management styles based on the prior research because there were three main issues that make the surveys unreliable. First, the surveys had time and monetary constraints. Second, the surveys only surveyed Generation Z's and Millennials who live in Rhode Island or Massachusetts. Third, Generation Z's answers might not be reliable since most have not had work experience.

It is true that companies need to have solid recruitment plans to attract Millennials, however focusing solely on Millennials is too near sighted and is going to leave companies caught off guard as Generation Z makes up a growing portion of the workforce in the coming years. As Baby Boomers retire companies are going to have a labor shortage if they do not recruit Generation Z well. Companies also need to change their management styles in order to effectively manage Generation Z. The management styles currently in place are not going to be as effective with Generation Z as they are with Millennials. If companies can successfully recruit and hire talented Generation Z's but do not manage them well then they are likely going to leave the company. In the next few years Generation Z is going to begin entering the workforce in large numbers, therefore companies need to make changes now in order to be prepared to recruit and manage Generation Z effectively.

HOW TO RECRUIT GENERATION Z

Generation Z wants different things in a company compared the prior generations. Therefore, companies need to implement recruitment methods that are going to attract Generation Z. As stated earlier, these changes should be based on the prior research because the surveys conducted for this report are less reliable. The first change is that companies should emphasize the upward mobility that the position offers in order to attract talented Generation Z's to apply. To accomplish this the company should provide information on the average time that it takes an entry level employee to be promoted to a management position. This would attract Generation Z because career growth opportunities is important to them.

Another change that would help attract Generation Z to the company is to offer volunteer opportunities through work. For example, companies could have two or three days a year in which employees perform community service projects in place of work. Sixty percent of Generation Z wants to work at a company that helps its community, so offering volunteer opportunities would show applicants that the company cares about the community (Kingston, 2016). The volunteer work should be during regular work hours, and the employees should receive their regular wages. In addition, the company could match a percentage of the charitable donations made by employees. British Petroleum (BP) is one example of a company that matches charitable donations. BP matches up to $5,000 dollars per year of employee donations. They also match 100% percent of the funds raised by employees at charity walks and similar events (Weinger, 2015). Of course Generation Z employees are still going to want promotions, bonuses, recognition for their work, and other personal rewards, but the opportunity to help others and work at a socially responsible company is very important to Generation Z.

Companies also need to keep in mind Generation Z's entrepreneurial spirit, and the desire to have self-directed projects and individual responsibility when the company is forming its recruitment plan. Companies should advertise the freedom that the job offers, and how frequently employees work on self-directed projects. It is also important to let the applicant know if the self-directed projects are individual or team based as this could make a difference in the applicant's decision. Companies do not want to hire employees that expect to get to work with coworkers on team projects, only to find that they have freedom, but are always working on their own. In addition, companies should offer flexible work schedules and telecommuting because these are also important factors to Generation Z.

In person communication is also important to Generation Z. Companies should let applicants know that as employees they would interact with their managers face to face and create personal relationships. In person communication should also be incorporated throughout the recruitment process. Companies should meet with the applicants in person rather than interviewing over the phone or through video chats. This allows the company to show that

they value face to face communication and would help create a connection with the applicants.

Although companies should advertise all of the benefits of the position, the company needs to be careful not to exaggerate the benefits, and to also include the challenges of the position. If the company leads individuals to believe that the position has more growth potential, community involvement, freedom, flexible work schedules, telecommuting, and personal communication than it actually has, then the company is going to attract a lot of applicants, but in the long run have unsatisfied employees. This is going to hurt the company in the long run because Generation Z is less loyal than the generations before them and they are going to leave the company if the job is not what they expected. Companies need to think about what Generation Z wants in a job, and change the company's recruitment plan accordingly to attract highly qualified Generation Z applicants. However, it is important that the information provided is accurate and not exaggerated.

DIFFERENT STYLES OF MANAGEMENT CURRENTLY BEING USED AT COMPANIES

Companies also need to use the appropriate management style to manage Generation Z effectively. The main difference between management styles is whether they are task focused or relationship focused. Task focused management emphasizes the job at hand and having each employee accomplish their assigned work. Traditional management is a common task management approach used in many large companies, such as Walmart which topped the Fortune 500 list in 2016. Walmart, and other companies that use traditional management, focus on offering the lowest prices for the products or services offered, and do not pay much attention to employee relations (Morillo, Mcnally, & Block, 2015). Employees are expected to accomplish their tasks as efficiently as possible and use the methods their managers instruct them to use. The main benefit to this approach is that it leads to work being accomplished efficiently. The downside is that employees often do not feel valued and feel as though they have no control over their work and the workplace environment, and this can lead to high employee turnover rates.

On the other hand, relationship focused management works to create strong relationships throughout the workplace. This approach strives to build a supportive workplace community where employees feel valued ("Relationship Management", 2017). Having a workplace environment that employees enjoy often increases employee motivation and long run productivity. However, focusing too much on relationships and not enough on tasks can allow employees to slack off and be less productive especially in the short run.

The level of involvement that the managers have in the daily activities of their subordinates also has a large effect on how well employees perform. Autocratic managers tend to tell employees exactly what they need to do, when it needs to be done, and how it should be done ("Autocratic leadership", 2017). The autocratic style of management worked well with the Traditionalists and the Baby Boomers, however Generation Z desires more freedom in accomplishing their work.

The free-reign style of management is the complete opposite from autocratic management. Managers using this approach allow employees to have control of how their work gets accomplished. This is often referred to as a Results Only Work Environment (ROWE). Companies that use a Results Only Work Environment often offer job sharing, telecommuting, compressed workweeks, and phased retirement plans (Parris, 2016). The company does not track the amount of hours each employee works or what time employees come and leave the office (some companies do not require employees to come to the office at all) as long as employees are meeting their goals. Employees can still go to the manager with any questions, but the manager is not typically involved in the employee's daily activities.

Although the free-reign management approach is attractive to Generation Z, most companies are hesitant to give employees, especially new hires, a lot of freedom. Companies need to make sure that the quality of work meets company standards, and allowing employees to have complete control of how they accomplish their tasks could reduce the quality of outputs produced. If employees have complete control they might cut corners, lower the quality of their work, and ultimately damage the image of the company.

Therefore, companies that wish to provide their employees with freedom in accomplishing their work use more of a participative management approach. This approach involves employees in the decision making process and allows them to have a say in the projects they work on and the overall direction of the company. The manager works with their subordinates to brainstorm solutions to current issues, and innovate new ideas. This method works well for many companies for several reasons. First, it generates a lot of new solutions and innovations. Second, it increases employee motivation and commitment since they have a say in the projects they are assigned to work on. Third, since the manager leads the brainstorming session they can make sure that no poor decisions are made, which is the biggest problem when employees are given complete control of how to accomplish their work (Kim, 2002). However, one potential issue that managers must be aware of is that employees are often hesitant to share their thoughts because they feel that their suggestions might get lost in the group setting and they won't get credit for their contributions. To avoid this issue managers should acknowledge each contribution as soon as they are made.

Traditional (task focused) management, and autocratic management have been successful at large companies throughout history. Therefore, the culture of a lot of companies has been built around these management systems. However, these management styles are not going to work well with Generation Z. If companies want to get the most out of these young employees they need to implement free-reign management (ROWE) or participative management.

HOW TO MANAGE GENERATION Z

There are several steps that companies can take to get the most out of Generation Z. These steps are based on the prior research since it is more reliable than the surveys conducted for this report. First, to establish connections with Generation Z managers should take the time to talk with them individually and use in person communication as much as possible. If Generation Z feels as though they have a connection to their managers, and the company as a whole, they are going to work harder and be more loyal.

Second, Generation Z is fearful that the enthusiasm that they bring to the job, and the suggestions that they make, are going to be rejected by older employees and managers. This leads to Generation Z wanting managers that share their passion and enthusiasm and listen to their suggestions. Managers should also provide frequent feedback about performance and let Generation Z know where to make improvements. Additionally, Generation Z wants to understand the values, culture, and goals of company, and wants the company to take an interest in them and their success ("Are You Ready to Manage Generation Z?", 2016). Therefore, the company should explain its mission, values and goals, help Generation Z adapt to the culture, and help Generation Z succeed.

Third, Generation Z is ambitious and wants to achieve their career goals, and they expect their managers to help them create a path to their goals. To accomplish this, managers should meet with Generation Z employees when they are hired and discuss their career goals and how to achieve their goals. Managers should also act as mentors and help Generation Z employees improve and attain their desired outcomes ("Are You Ready to Manage Generation Z?", 2016).

Finally, freedom, flexibility and community involvement are important factors to Generation Z. Therefore, companies and managers should allow Generation Z to work on self-directed projects, allow Generation Z to have the opportunity to telecommute, allow flexible work schedules, and offer volunteer opportunities through work. These management changes are going to maximize the productivity and efficiency of Generation Z, and make them loyal and motivated employees.

THE NEED TO PREPARE FOR GENERATION Z NOW

We have discussed the differences between Generation Z and the prior generations, how to recruit Generation Z and how to manage Generation Z to get the most productivity out of these young employees. However, we have not discussed the immediate need to prepare for Generation Z. According to Leonard (2014), 70 million Baby Boomers are going to retire by

2025. The economic recovery in the United States has increased the retirement rate because a lot of Baby Boomers put off retirement during the recession (Casselman, 2014). After their savings were depleted a lot of Baby Boomers were forced to continue to work, but now that the economy has recovered they feel comfortable enough to retire. This is going to leave a huge gap in the workforce which companies need to fill with younger generations. There are 75.4 million Millennials in the United States, and Millennials are already the largest generation in the labor force with 53.5 million. The unemployment rate of Millennials is 12.8% percent which means there are only 6,848,000 Millennials looking for work (Sutton, 2016). This means that by 2025 there is going to be a 63,152,000 job openings. Although companies might be able to fill these openings with Millennials now, the supply of Millennials is soon going to run out. Therefore, companies need change their recruitment and management approaches now to attract and get the most productivity out of Generation Z.
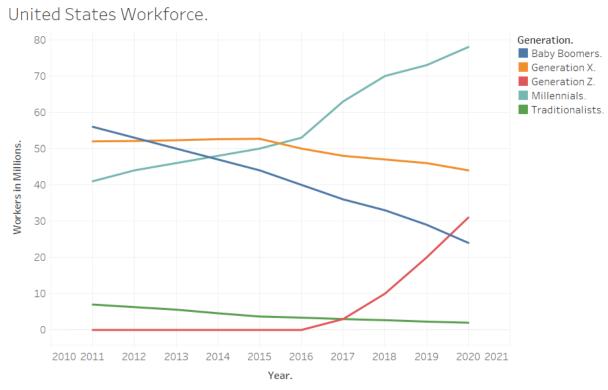
CONCLUSION

A small portion of Generation Z has begun to enter the workforce, but the majority are going to start searching for jobs within the next few years. Companies need to prepare for these individuals, and need to not only change the recruitment process, but also how Generation Z is managed once they are hired. Adapting the recruitment and management styles to better fit Generation Z's attributes would allow companies to attract, retain and get the most productivity out of Generation Z.

FUTURE RESEARCH

The surveys that I conducted had time and monetary constrictions that limited the sample size. The surveys are also subject to possible biases because all respondents were from Massachusetts and Rhode Island. Additionally, Generation Z's lack of work experience could have led to them not really knowing how important each work factor is going to be to them. Therefore, the results of these surveys are not reliable, and changes to recruitment and management approaches should be based on the prior research rather than the survey results.

Future studies can use these surveys as a foundation, but should make two important changes. First, rather than asking Generation Z to rank work factors based on importance, the survey should ask questions that identify important attributes of Generation Z and use these to predict which work factors are going to be important to them. Additionally, the survey should be distributed throughout the country, and possibly globally. These changes would lead to a larger sample size, and eliminate the issue of Generation Z ranking work factor importance when they have no work experience.

APPENDICES

Appendix A – United States Workforce.

United States Workforce.

The trend of sum of Workers in Millions. for Year.. Color shows details about Generation..

Appendix B – The Work Preferences of Different Generations.

1.   When were you born?

A.   Before 1980.
B.   1981 - 1996.
C.   1997 - 2010.
D.   After 2010.

2.   What is your current working status?

A.   Student with no job.
B.   Student with a part time job.
C.   Student with a full time job.
D.   Unemployed and not looking for work.
E.   Unemployed and looking for work.
F.   Part time employed.
G.   Full time employed.

3. How important is the opportunity for career growth at the company to you when you are looking for a job?

1. Not important at all.
2.
3.
4.
5. Very important.

4. How important is getting along with your boss to you when you are looking for a job?

1. Not important at all.
2.
3.
4.
5. Very important.

5. How important is getting along with your coworkers to you when you are looking for a job?

1. Not important at all.
2.
3.
4.
5. Very important.

6. How important is the opportunity to work from home or have a flexible work schedule to you when you are looking for a job?

1. Not important at all.
2.
3.
4.
5. Very Important.

7. Would you rather earn a salary or be paid by the hour?

A.   Salary.
B.   Hourly.

8. How important is the salary/hourly wage to you when you are looking for a job?

1. Not important at all.
2.
3.
4.
5. Very important.

9. How important is work life balance to you when you are looking for a job?

1. Not important at all.
2.
3.
4.
5. Very important.

10. How important is being able to use technology at work to you when you are looking for a job?

A.   I do not want to use technology at all at work.
B.   I would like to use a computer to perform simple tasks.
C.   I would like to use a computer for almost all tasks.
D.   I want to be able to use multiple forms of technology as frequently as possible.

11. How important is it that your company has a mission that you believe in to you when you are looking for a job?

1. Not important at all.
2.
3.
4.
5. Very Important.

12. How important is freedom and self-directed work to you when you are looking for a job?

1. Not important at all.
2.
3.
4.
5. Very important.

Appendix C – Expectations of what Generation Z Wants in a Job.

1. Do you notice major differences between Millennials and Generation Z?

A. Yes.
B. No.

2. If there are differences what are the most prominent?

3. Do you think Generation Z students would rather communicate in person or electronically?

A. In person communication.
B. Electronically. (Email or text).

4. How important do you think the availability of flexible work schedules is going to be when Generation Z is considering where to work?

1. Not very important.
2.
3.
4.
5. Important.

5. How important do you think the use of technology at work is to Generation Z?

1. Generation Z does not want to use technology at all at work.
2.
3.
4.
5. Generation Z wants to use basic technology, such as computers, as well as social media and various forms of technology in all aspects of work.

6. How important do you think working at a company that has a mission that they support is important to Generation Z?

1. Not very important.
2.
3.
4.
5. Important.

7. How important do you think career growth opportunity is important to Generation Z when they are considering different companies?

1. Not very important.
2.
3.
4.
5. Important.

8. How important do you think being able to work independently and have autonomy is to Generation Z?

1. Not very important.
2.
3.
4.
5. Important.

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