

EXPECTATIONS OF GENERATION Z FROM THE WORKPLACE

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ABSTRACT

Generation Z will be entering the workforce, and before they enter it is important to understand this generations' characteristics such as needs, characteristics, work style and drivers that motivate them. Without a proper understanding of the generation, organizations will face difficulties to hire and retain employees from this generation. Recruitment, training and retention programs will have to be redesigned to cater to this generation. This paper will examine the attitudes and preferences of generation Z from both primary and secondary research. Partial least square approach to structural equation modelling (PLS-SEM) was used to conduct the data analysis. This was to help companies or employers to foresee and build a suitable work environment for the new generation to increase productivity, retention and performance in the workplace.

Keywords: Generation Z; Expectation of Gen Z; Workplace; PLS-SEM

1.0 INTRODUCTION

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

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

People think that the generation after Millennials consists of only kids, the reality is that the oldest members of Gen Z are now up to age 22. They are the current entrants to the workplace and voting centers and they are going to become the fastest growing group of employees and customers. While

organizations are finding it difficult to identify and realize the needs of Gen X and Gen Y in the 21st century, now they have a completely new generation i.e., the Gen Z to work on with. The tasks of the organizations are not only to aid Gen X and Gen Y but also to foretell the workplace needs of the rising Gen Z so that groups comprising of different generations can work successfully (Knoll, 2014). Researchers have shown that each generation has unlike approaches to work and the workplace (CIPD, 2008; Harber J., 2011). But a very little is known of this Gen Z about their features, desires, traits and work style. Thus, employers and HR Intergenerational understanding in the workplace have been given a lot of attention in the past few years. The sole reason for this interest in intergenerational understanding is because of the diversity and ever-changing values of the different generations as they join the workforce. The latest generation after the Millennials is commonly referred to as Generation Z (Gen Z), post millennials, iGeneration (iGen), Technoholics, digital natives, Facebook-generation, Net Gen, Generation Wii, or plurals. This generation is born between the period 1995 to 2010 with the oldest member of Gen Z being presently 24 years (Baldonado,2018). They are the new entrants into the job market and in a couple of years will become the fastest growing generation in the workplace. While the employers must support and aid the generation X and generation Y employees in the workplace, they will also have to foresee the needs of the new generation about to join their companies. Since, there will be a more diverse workplace, with five generations fully immersed in the workplace by 2025 it is important to understand the competing values like expectations and working styles of each generation (Gaidhani et al.,2019). It is observed that Gen Z shares similar traits with Gen Y, but they will bring

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in new patterns of behavior in the labor market. It is imperative to understand how to manage the new workforce, with their unique characteristics shaped by their generational values and experiences. Organizations have to understand the generational differences and strategically address the opportunities and drawbacks that come with them. This research will be an attempt to provide some useful insight into the upcoming generation Z who will soon represent the majority of the workplace in a few years. This study will provide an understanding of generation X (1965-1979), generation Y (1980-1994) and generation Z (1995-2015) across cultures but the study will mainly focus on the attitudes and behavior of generation Z and what they expect from the workplace (Kasasa, 2019). Understanding their expectations, behavior and distinct values and needs at the workplace will help to better integrate the new employees and mutual success.

The purpose of this study is to understand more about generation Z behavior at the workplace and try to adapt it in the organization. Generation Z is the new generation that will take the responsibility to lead the organization to success. By conducting this research, it could help the organization to be more understanding about generation Z behavior.

1.1 Research Question

To investigate and understand the expectations, dynamic, disruptive and fickle behavior of the young generation in context to the workplace.

1.2 Research Objectives

To analyze the disruptive behavior of the young generation by understanding the generational theories.

1. To investigate the factors influencing the behavior of Generation Z in the workplace.
2. To investigate expectations of generation Z to provide better understanding, estimation or prediction to young generation's disruptive behavior patterns in the workplace.

2.0 LITERATURE REVIEW

2.1 Theoretical background

Karl Mannheim in 1923 wrote an essay on "The Problem of Generations" which gave an insight into how culture, historic events and individual consciousness can have a potential effect on building people's expectations. Mannheim's theory of generations broadly talks about the influence of historical events and social events which influence the behaviors and attitudes of the generation.

Mannheim's theory suggests that people resemble their times more than they resemble their parents (Mannheim, 1952). In the 1990s the generational theory got popularized by Strauss and Howe which talks about the generational theory in the light of the recurring cycle of age or cohorts which is also called the Strauss-Howe Generational Theory (Strauss-Howe Generational Theory). During the 2016 presential elections gave rise to the millenarian theory which was a societal transition which the world noticed. This theory introduced

	Generation X	Generation Y	Generation Z
Born	1965 –1978	1979 – 1997	1998 – ongoing
Broad traits	Self-reliance Skepticism Work/life balance Motivated by money Crave security	Immediacy Confidence Tolerance Value social connection Desire to rebuild institutions	Appreciation for order, structure Strong work ethic Value sense of predictability in their lives
Family	"Latch-key kids," witnessed mass layoffs and divorce of parents Value independence in their own children	Very close to parents Can "boomerang" back to parents' house if needed	High home-schooling rates and proportion of one "stay at home parent" families Family as a secure base
Defining technology	Mobile phone and e-mail	Online search engines and social media	Tablet, smartphone, visual social media May value practical career choices
Work behaviors	Motivated by compensation and career potential Less concerned with social causes	Enjoy seamless mash up of work and personal life Feel job should contribute to greater good	Less developed face-to-face social and conflict resolution skills Leaders in online collaboration Susceptible to distractions Will favor a "legible" planning layout with clear circulation, visual access, and obvious intent of spaces
Planning/workspace preferences	Comfortable with traditional workplace planning models Accepts and uses new workspace ideas with practical application	At ease with the ambiguity of an open, unstructured, workspace with high degree of choice, flexibility	Need spaces for mentoring, heads down focus work, and blended online/face-to-face collaboration

Source: Lidija, P. I., Kiril, P., Iliev, A. J., & Shopova, M. M. (2017). ESTABLISHING BALANCE BETWEEN PROFESSIONAL AND PRIVATE LIFE OF GENERATION Z. Retrieved from http://www.pesh.mk/PDF/Vol_6_No_1/1.pdf.

the concept of “fourth turning” which meant every eighty years there will be a crisis that will change the social order and create a new one, this will start the new cycle as mentioned by Strauss-Howe Generational Theory. The new study and revised literature state that this period is now reduced to twenty years periods.

In 1965, Norman Ryder conducted a study focusing on cohorts seen as aggregates of individuals who are independent variables in social change. Since Strauss and Howe did not focus their study on cultures across the globe Ryder mentioned that cohorts should be placed in different geographical locations with other populations and other parameters like education and race should be taken into consideration while studying generational theory (Strauss and Howe Generational Theory). Morris Massey identified the baby boomers after world war 2 studied that people’s behaviors are driven by our value systems and generational identity as we share similar values. He coined the term “value programming” (Strauss and Howe Generational Theory) where he mentions that values can be generalized based on generations.

2.2 Attitude

Attitude towards work is ever-changing through the generations as we know traditionalists preferred to work in places with hierarchy and a clear chain of command, they liked to keep their family life separate from work, high level of respect for authority, they are motivated by climbing the ladder and wealth, and most importantly they worked hard because of their sense of determination and pride (Goessling, 2017). While the new generation values job security, rewards, opportunity to learn, contribution to society, ethical management and most importantly opt for companies that make them feel happy (Goessling, 2017).

Generational identity:

Generation X

This cohort group was born between 1965 to 1980, this puts Gen Xers somewhere in the age range of 38-55 years old, it was considered the first generation to see and grow up in a dual-income household. This generation was also called the “latch-key” kids (Generations in the Workplace, 2013). Some of their characteristics were being independent, self-reliant and resourceful. This generation can be called the Entrepreneurial Generation. In research done in 2015 by Sage Group found that Gen Xers launched about 55% of all new businesses in 2015 in the world (Generation X and Millennials in the Workplace Navigating the New Workforce, 2016). They were considered to be antisocial and skeptical about

things but that is what made them extremely independent, adaptable, pragmatic and we can see they dominate the workplace with strong work ethics. This generation valued the traditional mindset of the baby boomers and looked for benefits like competitive pay, job loyalty and health insurance, etc.

Generation Y

The term “Millennials” was coined by Strauss and Howe (Strauss-Howe Generational Theory). They were the first generation to be born into the world of technology and digitization. The word “Y” represents youth. They were quick to acquire the use of new technology and devices. They were able to adapt to the changes quickly and had long-term orientation. They were able to adapt to the cultural differences and diversity in the workplace. It was important for them to enjoy what they were doing in the workplace, are considered multi-taskers. For them family remained in the background, their priority was success, career and money which were considered as motivational drivers for them at the workplace. They valued their free time, quality of life and relaxation period to rejuvenate themselves. They were interested in the workplace as long as they saw an opportunity to grow and enjoyed the tasks allotted to them. Job loyalty was not considered as an important factor, they switched jobs if the compensation and working conditions were better elsewhere (Postolov & Kiril, 2017). Things like ping-pong tables or videos games in the building for rejuvenating activities seemed important factors.

Generation Z

They are technologically savvy by nature, being high-tech is in their blood as they were born into the highly developed digital era. As compared to generation Y, generation Z is not well versed with the concept of struggle. They are realists, intelligent and considered more risk-taking. This is a generation that is considered highly impatient and more agile than the previous generations. To tackle problems their go-to place is the internet or google for solutions. They are considered to be a very ambitious generation and hence, have different expectations from the workplace. Their motivational drivers are intrinsic they will choose a career path that they want rather than what is demanded in the market. They have an enterprising spirit and focus on values such as work-life balance and workplace stability. They look for constructive criticism and feedback. For generation Z perks related to career advancement like learning a new skill set is more valued than rejuvenating activities in the workplace (Postolov & Kiril, 2017).

Being Independent and extroverted: Gen Y had a more collaborative approach in their working styles hence, during a meeting they would most likely sit around a table to discuss and gather information from each member of the team. While Gen Z will have a more competitive approach and “do-it-yourself” mentality at work. They will prefer their workspace rather than share it with another colleague. They work independently without requiring constant validation or approval from their superiors. They are extroverted by nature as their social networks are larger in scope and expand beyond, making international friendships based on common goals, shared beliefs, interests and likings.

Perceived difficulties and competition: Gen Z is a more competitive generation than the previous generations, they are more individualistic in their approach and working styles rather than collaborative. They are resourceful and will find novel and creative solutions to problems at work. Gen Z will be more likely to stay for five or more years if they feel like their skills are fully utilized with challenging tasks and meaningful work that positively affects the organization (Lyons et al., 2019).

Realists: The great recession means social and historic events have had a major impact on the young realists in shaping their behavior and expectations. The loss of jobs and debts have motivated them to be different from Gen X and Gen Y. Most of their money will be saved rather than spent.

2.3 Intention

Gen Z has a high intention to become an entrepreneur while also being socially responsible and, in some ways, giving back to society. They value volunteering at non-profit and other organizations that follow ethical practices and value sustainability (Geelan, 2019).

Entrepreneurial generation: Gen Z is considered to be a self-sufficient and very entrepreneurial cohort they believe in personal growth and development. They rely on self-service tools to understand and research on their own first rather than directly going to interact with an expert. They believe in upward mobility. They like to be well informed and find information themselves on the topic before asking for help from others (Schwieger & Ladwig, 2018).

Social Impact: Gen Z is very socially conscious and wants to make a difference in their own way. For example, Malala Yousafzai, a 17-year-old Nobel prize winner, is one such indication of this generation.

2.4 Motivation

Gen Z is motivated by growth opportunities and challenging tasks and assignments motivate them. When they take initiative on their own then they are more motivated to work and bring about novel ideas to the table. They are motivated by career advancement and security (Generation Z talent, 2018).

Flexibility and Multitasking: Flexibility of time such as the work-from-home concept is has a stigma attached to it saying that people are not effective, but Gen Z wants to normalize that process and challenges that traditional mindset. Gen Z believes that 9-5 jobs don't necessarily mean productivity as different individuals are productive at different hours. They will always challenge the status quo. Like the previous generations, especially Gen Y, that popularized the term work-life balance, Gen Z believes in work-life integration. If organizations, can provide such conditions to the new Gen then the recruitment reach is much larger (Generation Z talent, 2018). They believe in multitasking, hence, want a blend of work-life integration, a more casual working environment and a lenient company culture to meet their expectations (DeStefano, 2019).

Talent engagement: With each new generation that enters the workplace it is important for the organizations to re-design their talent programs to integrate and accommodate the traits of the new employees, so they can attract, hire and retain the brightest among them. Robust career paths which mean Gen Z should be allowed to move within the organization as they have multiple career paths, enhance employee proposition to engage and retain employees, leadership development programs as they have a high entrepreneurial spirit, reward and recognition are other ways to motivate employees and promote learning and development at every stage (Generation Z talent, 2018).

2.5 Lifestyle

Gen Z, despite their young age, are already professionally active and always on the go. They are hunting for jobs on various social media platforms like LinkedIn, Glassdoor, etc. This may influence their lifestyle and decisions, making them more independent and mature by nature (Dolot, 2018).

Transparency, Commitment and Trust: Gen Z believe in transparency in the organization. They believe traditional hierarchical structures don't appeal to them they need to be in direct contact with their superiors and to feel comfortable talking to them. They prefer fewer levels of organization structure or flat structure. They are open and professional and want the opportunity to ask

questions and provide their novel solutions and ideas at the workplace (Dolot, 2018).

Work-life balance and Working environment: If organizations want to effectively engage Gen Z, then they have to incorporate paid-time-off policies it could be for vacations or health reasons to maintain a work-life balance. Organizations must balance the traditional assumptions with the new expectations to meet the requirement of Gen Z in the workplace (DeStefano, 2019). For Gen Z working environment has to be casual and easy-going for them to flourish. They should encourage creativity in the workplace so that this generation can effectively use their skills and knowledge to provide better solutions for challenging problems.

Environmentally conscious: Gen Z is considered to be highly conscious about the environment, they self-reflect on the ideas of sustainability and ethical behavior in the workplace. They don't want to associate themselves with corrupt organizations. They believe in transparency to verify claims of the ethical practices conducted by the organization before they decide to work and associate themselves with an organization. Environmentally conscious firms motivate Gen Z to give back to society and act as motivational drivers for this generation (2017 Cone Gen Z CSR Study: How to Speak Z, 2017).

2.6 Behavior

Different characteristics and behaviors can be observed by different generation cohorts that are widely contributed and influenced by their surroundings elements and diverse environments. Millennials believed in social responsibility and demonstrated less loyalty towards organizations, this was a shift in behavioral patterns from the previous generation like the baby boomers and gen X (Monahan et al., 2017). Their high levels of college debt, delayed family planning and economic recessions shaped and molded their behavior. Gen Z on the other hand has seen the struggle of their previous generations and has brought about a change in their behavior patterns.

Risk-averse and security: Gen Z saw their parents undergo the 2007-2009 recession where difficult budgeting decisions had to be made. As a generation, they believed in savings and long-term lifestyle stability rather than the immediate gratification of need (DeStefano, 2019). They do not want to undergo the same anxiety and pressure their parents had to go through hence, the importance of money is highly valued. They believe in pursuing higher education which is a manifestation of their security for the future factor. They do not believe in student loans and have a more strategic approach by finding alternative

solutions like scholarships or companies that sponsor their higher education like Accenture. They are a risk-averse generation and prefer spending money on necessities and calculating the value of the given purchase in the long run.

Technologically Savvy: Gen Z is considered to be the most advanced and tech-savvy of all the previous generations and they are proud of their sophistication. Since they are born in the digitally enabled world and the virtualizing world, technological revolution and challenges are met with natural affinity (Murshidah, n.d.). They will change and redefine the notions of the workplace in a disruptive manner.

Ethical behavior and practices: Gen Z is socially responsible and advocates on behalf of issues they care about. The company which follows ethical practices and gives back to society by promoting causes and values that make a change Gen Z hold such company's in high regard and tend to associate themselves which such companies to be a part of a bigger dream (Efros, 2019).

2.7 Job satisfaction

Gen Z believes that job satisfaction and working for social goods are more important factors than salary or compensation. They have to be happy in what they are doing, as it is also considered a motivational factor for this generation.

Promotion and Compensation: Gen Z believes that their entry-level positions should last only about 6-12 months after which they should be promoted to a new position in the company (Brown, 2019). They aspire to be in management positions and if they don't see advancement opportunities in the organization they will switch or hop jobs. They have high expectations for pay and compensation.

Supportive leadership: Gen Z expects their supervisors to be like their coach and be able to deliver effectively (Brown, 2019). They expect both constructive feedback and encouragement from their seniors. While they require a supportive and encouraging leader, they also require positive and nurturing relationships with their work colleagues to foster personal growth and enthusiasm.

Career Advancement/Professional Development and Training: Career advancement is an important factor to be considered as when they achieve a set goal or a target they want to be recognized for their work. Regular job performance should lead to promotions according to this generation (Kirchmayer & Fratričová, 2018). Gen Z is known to be technologically advanced and watch

YouTube videos online on “How-to” and learn processes and digital interfaces quickly. Hence, on-the-job training will be done quickly and effectively it will not be as time-consuming as it was with the previous generations. Training and development programs have to be well-designed to suit the needs and expectations of Gen Z which will make work engaging and employee experience will be impacted positively. This will make a difference in losing or retaining digital talent in the long run (Lyons et al.,2019).

2.8 Hypothesis and Research Framework

Hypothesis 1 (H1). Attitude has a significant impact on Generation Z’s expectations from the workplace.

Hypothesis 2 (H2). The intention has a significant impact on Generation Z’s expectations from the workplace.

Hypothesis 3 (H3). Motivation has a significant impact on Generation Z’s expectations from the workplace.

Hypothesis 4 (H4). Lifestyle has a significant impact on Generation Z’s expectations from the workplace.

Hypothesis 5 (H5). Behavior has a significant impact on Generation Z’s expectations from the workplace.

Hypothesis 6 (H6). Job satisfaction has a significant impact on Generation Z’s expectations from the workplace. \

3.0 RESEARCH METHODOLOGY

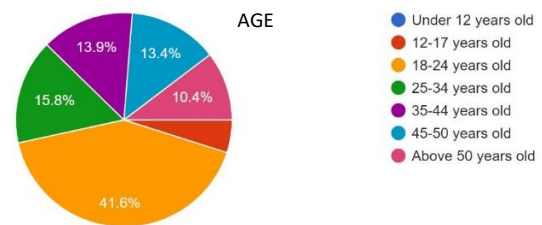
The study adapted questionnaires or an online survey approach which was validated through a pilot study conducted before sending the survey

out (Francis et al., 2018). The six constructs were closely examined using the five-point Likert scale ranging from 1 as ‘Strongly Disagree’ to 5 as ‘Strongly Agree’. Demographic variables, such as gender, were included as a categorical variable while age, educational background and experience were counted in as ordinal variables.

3.1 Analysis and Interpretation

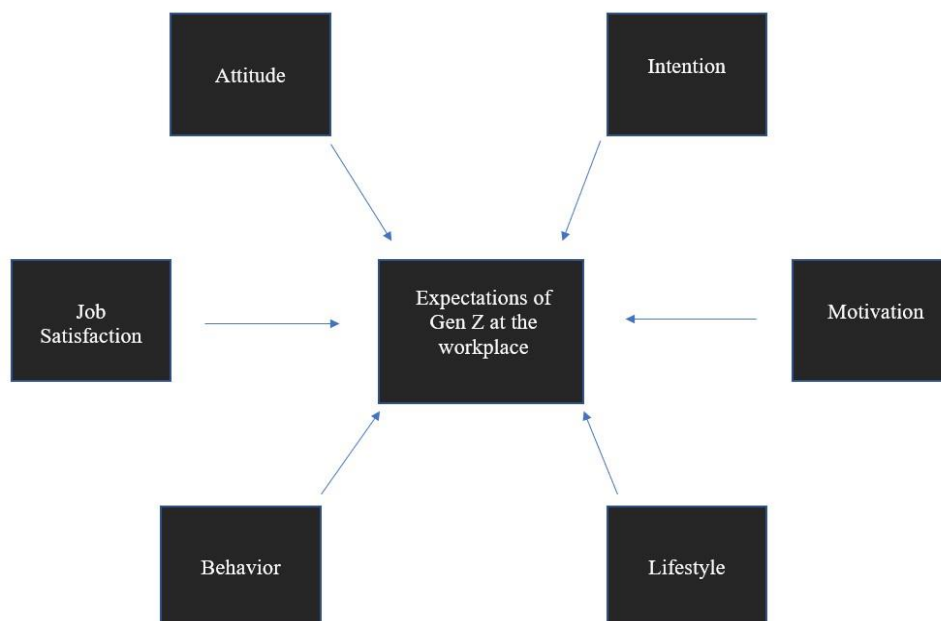
3.1.1 Profiling

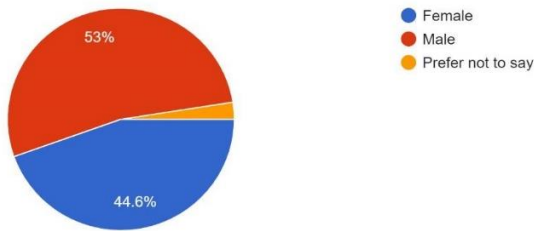
The below graphs indicate the distribution of the respondents from the questionnaire. The total number of responses gathered were 202. It is visible that the majority of responses were collected from the age group 18-24 years (41.6%). Most of these individuals are either students (35.1%) or full-time employees (39.1%). As we can see from the graph below a majority of the participants are Indians (171 respondents).



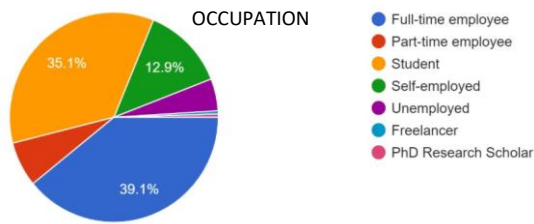
12-17 years old	10	5.0%
18-24 years old	84	41.6%
25-34 years old	32	15.8%
35-44 years old	28	13.9%
45-50 years old	27	13.4%
Above 50 years old	21	10.4%

Figure 1: Research Framework

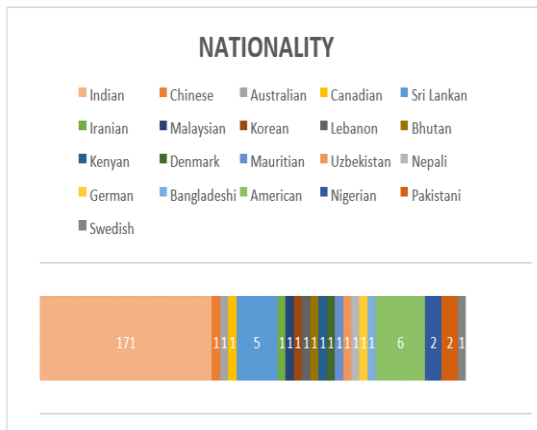




Gender	Count	Percentage
Female	90	44.6%
Male	107	53.0%
Prefer not to say	5	2.5%



Occupation	Count	Percentage
Freelancer	1	0.5%
Full-time employee	79	39.1%
Part-time employee	14	6.9%
PhD Research Scholar	1	0.5%
Self-employed	26	12.9%
Student	71	35.1%
Unemployed	10	5.0%



Nationality	Count	Percentage
Indian	171	84.65%
Chinese	1	0.50%
Australian	1	0.50%
Canadian	1	0.50%
Sri Lankan	5	2.48%
Iranian	1	0.50%
Malaysian	1	0.50%
Korean	1	0.50%
Lebanon	1	0.50%
Bhutan	1	0.50%
Kenyan	1	0.50%
Denmark	1	0.50%

Denmark	1	0.50%
Mauritian	1	0.50%
Uzbekistan	1	0.50%
Nepali	1	0.50%
German	1	0.50%
Bangladeshi	1	0.50%
American	6	2.97%
Nigerian	2	0.99%
Pakistani	2	0.99%
Swedish	1	0.50%

3.1.2 Significance of Study

The study will deliver valuable insights into the evolving needs and expectations of the future workforce. It will help understand how the companies can better hire, manage and retain Generation Z in their workplace. The answer lies in understanding the mindset and expectations of Generation Z about their intentions, behavior, lifestyle, attitude, motivation, and job satisfaction.

3.1.3 Limitation and Scope for Further Research

The majority of the participants who responded to the survey were from Asian countries. Participation from other regions would have made the research more comprehensive. It is a convenience sample: it prohibits the findings to be generalized into a greater group. The researchers could use a random selection of respondents. This would enable the researchers to generalize their findings to a greater group. Qualitative methods could be used, and interviews should be conducted to get a deeper insight into Generation Z.

3.2 PLS-SEM Modelling

The PLS path modeling (PLS-SEM) or Partial least square approach to SEM was initially founded by Wold (1966, 1982, 1985) and Lohmöller (1989) alternative solution to covariance-based SEM (Monecke, & Leisch, 2012). Conventional methods of interpreting data have been complex and unclear. Hence, SEM is known to be a powerful tool that is flexible and uses multivariate techniques to understand the correlation between measured variables and latent constructs with ease and simplicity (Monecke, & Leisch, 2012).

PLS-SEM is variance-based structural equation modelling often used in situations when data is not normally distributed or while identifying important drivers in predicting and understanding explanatory studies (Monecke, & Leisch, 2012). The two types of variables are namely exogenous (independent) variable and endogenous (dependent) variable. This model helps to reveal and understand the direct relationship between dependent and independent variables, and the

indirect relationship among independent variables in the study.

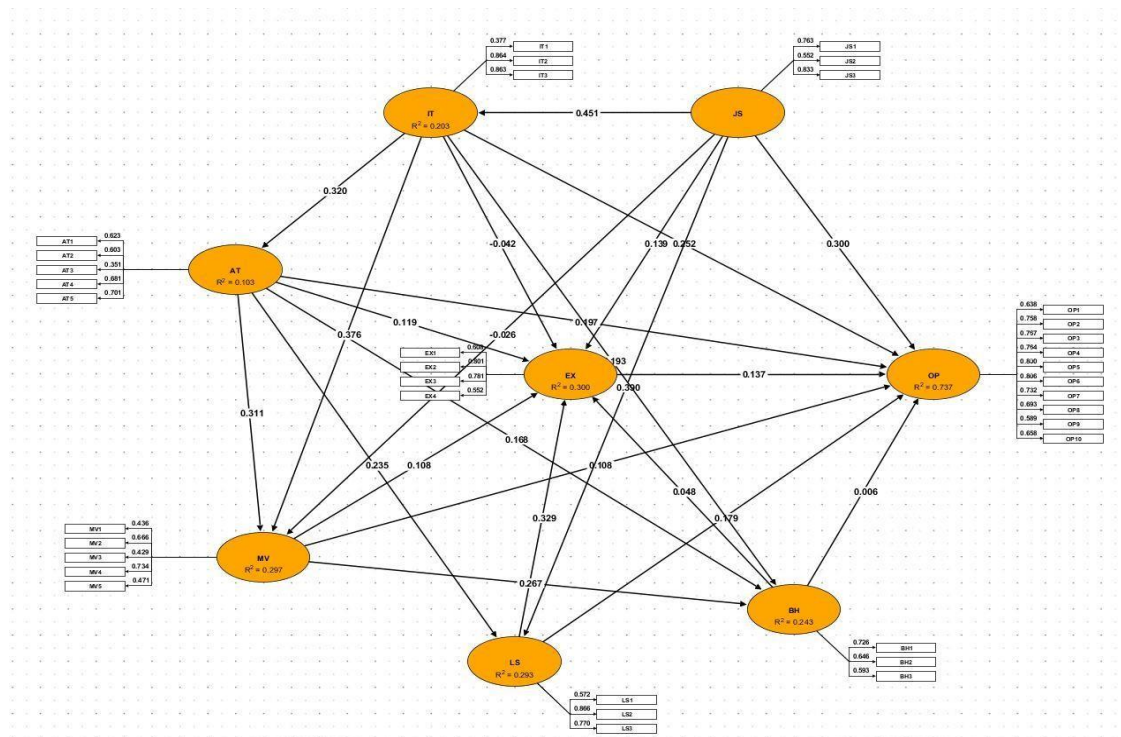
The regression model and path analysis have some similarities like both do not offer the test of causality, both are based on linear statistical models. Some differences are that regression assumes a normal distribution while path analysis assumes multivariate normality distribution. In regression, variables can be either dependent or independent while in path analysis variables can be both dependent and independent. Regression analysis assumes that measurement occurs without error while in path analysis there is a specified error or unexplained variance present. Regression is known to be inflexible while path analysis is a highly flexible and comprehensive approach. Structural equation modelling evaluates and investigates the multiple and interrelated dependence of variables in a single analysis, which means it can solve variables simultaneously and test model fit and estimate parameters more efficiently (Monecke, & Leisch, 2012), hence, one of the reasons for choosing this approach of study in this research. ADANCO 2.0.1, will be used as a tool for analysis to generate models from gathered survey data, evaluate the model, and test the hypothesis.

carefully observed and examined. While the structural model (the inner model), on the other hand, depicts the relationship between constructs (Francis et al., 2018). The model relates and observes variables to their latent variables, variables are also called manifest variables or indicators while latent variables are called factors (Francis et al., 2018). ADANCO 2.0.1 provides a variety of models which can be used for data analysis purposes.

The types of models are composite model, common factor model or reflective measurement model, MIMIC model or causal-formative measurement, single-indicator measurement and categorical exogenous variables (Francis et al., 2018). This study will be using the common factor model or also commonly known as the reflective measurement model to analyze the data present in the study. In the PLS framework one manifest variable can be related to only one latent variable, if all manifest variables are related to a latent variable then it is known as a block (Francis et al., 2018). According to the PLS framework in one block, there should be at least one manifest variable. Hence, it can be either reflective or formative (Francis et al., 2018).

3.4 Construct Reliability

Figure 2: Graphical representation of the model with path coefficients:



3.3 Measurement Model

The measurement model is also known as the outer model clearly states the relationship between the construct and their indicators which are then

The construct reliability measurement indicates and explains the degree to which research instruments consistently measure a construct. It is important to know the acceptable random error in

the construct score to proceed with the study. Composite reliability suits PLS-SEM as it assumes that indicators are not equally reliable hence, they are prioritized based on reliability measurement of PLS-SEM as explained by Hair et al. (2011) (Francis et al., 2018).

Dijkstra–Henseler’s rho is considered as the most consistent construct reliability measurement for PLS-SEM (Francis et al., 2018) while Cronbach’s alpha is the least suitable of all the construct reliability measurements for PLS-SEM (Francis et al., 2018). For a construct to be considered internally consistent and reliable, Dijkstra–Henseler (2015) expects its rho to be more than 0.7. If the value is above 0.8 it is considered to be good, if it is more than 0.9 it is considered to be excellent (Francis et al., 2018). Similarly, Joreskog et al. (2006) believe that any score above 0.9 is excellent. While, Cronbach’s alpha value should be above 0.7 to be considered highly reliable but even 0.6 is acceptable (Francis et al., 2018).

Table 1: Overall reliability of variables

Variables	R ²	Jöres rho (ρ kog’s c)	Cronbach’s alpha(α)
OP	0.7366	0.9160	0.8972
EX		0.7837	0.6335
MV		0.6863	0.5105
LS		0.7858	0.6057
BH		0.6935	0.3341
AT		0.7340	0.5544
IT		0.7641	0.5383
JS		0.7643	0.5606

3.5 Convergent and Discriminant Validity

Discriminant validity tests and evaluates the systematic error which is to be minimized in the model (Naveed et al., n.d.). In other words, it measures the different constructs and see if they are correlated amongst each other.

Table 3: Discriminant validity for each variable

Construct	OP	EX	MV	LS	BH	AT	IT	JS
OP	0.5239							
EX	0.2836	0.4814						
MV	0.2752	0.1206	0.3157					
LS	0.4531	0.2444	0.2005	0.5568				
BH	0.1691	0.0892	0.1820	0.1852	0.4316			
AT	0.3493	0.1372	0.1757	0.1743	0.1168	0.3658		
IT	0.4193	0.0990	0.2149	0.3228	0.1373	0.1025	0.5445	
JS	0.4639	0.1485	0.0837	0.2498	0.0716	0.2192	0.2034	0.5263

(Squared correlations; AVE on the diagonal)

The test should statistically show that constructs that are theoretically unrelated, are in fact unrelated (Naveed et al., n.d.). Fornell–Larcker’s (1981)

criterion evaluates the reflective measures and construct’s average variance extracted (AVE) which should be ideally more than 0.5 to make the model acceptable and meet the convergent validity test.

Average variance extracted measures the amount of variance explained by unobserved construct in relation to variance caused by random error (Naveed et al., n.d.). It is important to note that Fornell–Larcker criterion of average variance extracted should be higher than the construct of the highest squared correlation value in respect to all other constructs in the model (Naveed et al., n.d.).

Discriminant validity is considered to be the highest value of each column and each row in the main diagonal. Both convergent and discriminant validity tests are highly useful in evaluating whether the model is acceptable and can be used for the research. Convergent validity is the maximum loading of each indicator and evaluating if it is significant to its underlying construct (Naveed et al., n.d.). The cross matrix carries the correlations between the indicators and constructs thereby, confirming validity of the instrument. A loading of 0.7 is acceptable (Naveed et al., n.d.).

Table 2: Average Variance Extracted (AVE) for each construct

Variable	Average Variance Extracted
OP	0.5239
EX	0.4814
MV	0.3157
LS	0.5568
BH	0.4316
AT	0.3658
IT	0.5445
JS	0.5263

3.6 Indicator Multicollinearity

Multicollinearity measures the existent to which

the independent variables are correlated to each other in a multiple regression model. It can have a skewed or deceptive result when evaluating how

effectively the independent variables predicts the dependent variable in a statistical model (Naveed et al., n.d.). Multicollinearity exists when there is a correlation between one independent variable with another independent variable or when there is a correlation with one independent variable with a linear combination of one or more independent variables. Hence, it is safe to assume that if two or more explanatory variables in a multiple regression model are highly linearly related, it is called as multicollinearity (Naveed et al., n.d.). It can be measured by variance inflation factor (VIF), the acceptable maximum value is 5 in some cases it is also 10 but most commonly used indicator is 5 (Naveed et al., n.d.). The above table shows that there is no multicollinearity.

3.7 Structural Model Assessment

Structural model assessment helps to evaluate the endogenous constructs and the strength of the

coefficients to enable better judgment in identifying the constructs that are significantly important to the endogenous constructs (Naveed et al., n.d.).

The R-squared or commonly known as the coefficient of determination should be more than the value of 0.7 as it explains the explanatory power of the model. In other words, it explains how closely the responses explain the variance in the data. The goodness of fit text indicates the percentage of the variance of the independent and dependent variables collectively explain (Naveed et al., n.d.). Hair et al. (2011) advised that endogenous construct's R-squared/adjusted R-squared value of 0.25 is weak, 0.5 is moderate, and 0.75 is high (Naveed et al., n.d.). This model has an R-square value of 0.7366 and Adjusted R-square value of 0.7271 which indicates it is a strong model.

TABLE 4: Indicator Multicollinearity

Indicator	OP	EX	MV	LS	BH	AT	IT	JS
EX1		1.2403						
EX2		1.5239						
EX3		1.3849						
EX4		1.0636						
AT1						1.2421		
AT2						1.2417		
AT3						1.2242		
AT4						1.2901		
AT5						1.3579		
JS1								1.1560
JS2								1.1387
JS3								1.2559
BH1					1.0858			
BH2					1.0583			
BH3					1.0271			
LS1				1.1139				
LS2				1.3173				
LS3				1.3212				
MV1			1.1133					
MV2			1.1207					
MV3			1.1200					
MV4			1.0708					
MV5			1.1275					
IT1							1.0385	
IT2							1.5228	
IT3							1.5699	
OP1	1.5600							
OP2	2.1982							
OP3	2.3975							
OP4	2.4301							
OP5	2.3608							
OP6	2.4485							
OP7	2.0507							
OP8	1.7000							
OP9	1.4017							
OP10	1.5446							

3.8 Hypotheses Testing

To understand the assumed relationships, the t-values and the p-values from the total effects inference table is used to evaluate the impact between variables. To evaluate the parameters of the unknown population, bootstrapping is the simple and appropriate method used in statistics.

Table 5: Levels of significance to evaluate the significance of variable's relationship

Significance	t-value	Confidence Interval
p < 0.1	≥ 1.65	90%
p < 0.05	≥ 1.96	95%
p < 0.01	≥ 2.59	99%

Expectation (EX). Job Satisfaction (JS), Attitude (AT), Behavior (BH), Lifestyle (LS), Intention (IT), Motivation (MV), and Expectation (EX) together produce the construct Output (OP).

3.9.1 Attitude

H10 (t-value 6.8003; < 0.01) is accepted indicating that the impact of attitude on the expectation of Gen Z is highly significant. Similarly, H9 (t-value 6.8640; p < 0.01) is accepted which signifies a highly significant effect of attitude on the desired output. There would be increased retention if the attitude is positive towards the workplace. H11 (t-value 4.4802; p < 0.01) is accepted which signifies that it is a significant factor. It also indicates that a positive attitude towards the workplace is related to high motivation in the workplace. H12 (t-value

Table 6. Hypotheses testing (Total Effects Inferences)

Hypotheses	Effect	Original coefficient	Standard bootstrap results				pvalue (1sided)	Percentile quantiles		bootstrap		Support ed?
			Mean value	Standard error	t-value	pvalue (2sided)		0.50%	2.50%	97.50%	99.50%	
H1	EX ->OP	0.1368	0.1337	0.0555	2.4651	0.0139	0.0069	-0.0112	0.0266	0.2401	0.2638	Yes
H2	MV ->OP	0.1264	0.1287	0.0585	2.1595	0.0310	0.0155	-0.0200	0.0130	0.2418	0.2723	Yes
H3	MV ->EX	0.1212	0.1245	0.0847	1.4310	0.1527	0.0764	-0.1124	-0.0382	0.2845	0.3244	No
H4	MV ->BH	0.2666	0.2654	0.0858	3.1075	0.0019	0.0010	0.0156	0.0904	0.4289	0.4630	Yes
H5	LS ->OP	0.2241	0.2286	0.0710	3.1540	0.0017	0.0008	0.0421	0.0958	0.3673	0.3962	Yes
H6	LS ->EX	0.3293	0.3271	0.0865	3.8087	0.0001	0.0001	0.1134	0.1630	0.5071	0.5640	Yes
H7	BH ->OP	0.0127	0.0152	0.0519	0.2451	0.8064	0.4032	-0.1070	-0.0876	0.1226	0.1616	No
H8	BH ->EX	0.0482	0.0448	0.0766	0.6291	0.5294	0.2647	-0.1657	-0.1109	0.1911	0.2399	No
H9	AT ->OP	0.3074	0.3112	0.0448	6.8640	0.0000	0.0000	0.1937	0.2286	0.4015	0.4304	Yes
H10	AT ->EX	0.2423	0.2510	0.0897	2.7008	0.0070	0.0035	0.0216	0.0701	0.4197	0.4671	Yes
H11	AT ->MV	0.3109	0.3152	0.0694	4.4802	0.0000	0.0000	0.1369	0.1811	0.4489	0.4847	Yes
H12	AT ->LS	0.2350	0.2524	0.0906	2.5943	0.0096	0.0048	0.0225	0.0647	0.4155	0.4609	Yes
H13	AT ->BH	0.2511	0.2597	0.0692	3.6295	0.0003	0.0001	0.0769	0.1187	0.3951	0.4270	Yes
H14	IT ->OP	0.3946	0.4000	0.0580	6.8003	0.0000	0.0000	0.2414	0.2913	0.5151	0.5655	Yes
H15	IT ->EX	0.0908	0.1053	0.0818	1.1097	0.2674	0.1337	-0.1281	-0.0669	0.2626	0.2952	No
H16	IT ->MV	0.4752	0.4852	0.0784	6.0598	0.0000	0.0000	0.2756	0.3264	0.6316	0.6599	Yes
H17	IT ->LS	0.0753	0.0880	0.0405	1.8564	0.0637	0.0318	0.0054	0.0168	0.1715	0.2031	No
H18	IT ->BH	0.3736	0.3831	0.0761	4.9097	0.0000	0.0000	0.1763	0.2345	0.5239	0.5663	Yes
H19	IT ->AT	0.3202	0.3394	0.0645	4.9685	0.0000	0.0000	0.1743	0.2129	0.4672	0.5144	Yes
H20	JS ->OP	0.5813	0.5824	0.0535	10.8664	0.0000	0.0000	0.4335	0.4670	0.6752	0.7025	Yes
H21	JS ->EX	0.3057	0.3111	0.0884	3.4589	0.0006	0.0003	0.0898	0.1284	0.4744	0.5175	Yes
H22	JS ->MV	0.1886	0.2081	0.0679	2.7788	0.0056	0.0028	0.0331	0.0721	0.3345	0.4079	Yes
H23	JS ->LS	0.4238	0.4296	0.0612	6.9190	0.0000	0.0000	0.2576	0.3000	0.5472	0.5868	Yes
H24	JS ->BH	0.1616	0.1729	0.0480	3.3686	0.0008	0.0004	0.0597	0.0816	0.2707	0.3039	Yes
H25	JS ->AT	0.1444	0.1564	0.0424	3.4021	0.0007	0.0003	0.0578	0.0768	0.2435	0.2737	Yes
H26	JS ->IT	0.4509	0.4573	0.0704	6.4011	0.0000	0.0000	0.2489	0.3082	0.5831	0.6241	Yes

Note: Expectation (EX), Job Satisfaction (JS), Attitude (AT), Behavior (BH), Lifestyle (LS), Intention (IT), Motivation (MV), Output (OP)

3.9 Findings

There is a total of twenty-six hypothesis some that are significant some which are not significant. The most important hypothesis is the H1 (t-value 3.063; p < 0.01) Expectations of generation Z from the workplace if understood by the companies will help in the retention of employees in the long run. Hence, H1 is a significant construct that is accepted. While all constructs are related to

2.5943; p < 0.01) is accepted which signifies that it is a significant factor. It also indicates that a positive attitude towards having a decent lifestyle is related. H13 (t-value 3.6295; p < 0.01) is accepted which signifies that it is a significant variable. It also indicates that a positive attitude has a positive relationship with behavior in the workplace.

3.9.2 Intention

H14 (t-value 2.7008; < 0.01) is accepted indicating that the impact of intention is highly significant to the output which means individuals would have a

positive intention to stay in the organization for long periods of time. Similarly, H16 (t-value 6.0598; $p < 0.01$) is accepted which signifies a highly significant effect of intention on the motivation; Indicates positive intention means the higher motivation to stay and work more efficiently. H18 (t-value 4.9097; $p < 0.01$) is accepted which signifies a highly significant effect of intention on behavior. H19 (t-value 4.9685; $p < 0.01$) is accepted which signifies that intention has a significant impact on attitude. However, H15 (t-value 1.1097) is rejected showing that there is little impact of intention on expectations. H17 (t-value 1.8564) is rejected showing that there is little impact of intention on lifestyle.

3.9.3 Motivation

H2 (t-value 2.1595; < 0.01) is accepted indicating that the impact of motivation is highly significant to the desired output. Similarly, H4 (t-value 3.1075; $p < 0.01$) is accepted which signifies a highly significant effect of motivation on behavior is visible. However, H3 (t-value 1.4310) is rejected showing that there is little impact of motivation on expectations.

3.9.4 Lifestyle

H5 (t-value 3.1540; < 0.01) is accepted indicating that the impact of lifestyle is highly significant to the desired output. Similarly, H6 (t-value 3.8087; $p < 0.01$) is accepted which signifies a highly significant effect of lifestyle on expectations.

3.9.5 Behavior

H7 (t-value 0.2451; < 0.01) is rejected indicating that there is little or no impact of behavior to the desired output. Similarly, H8 (t-value 0.6291; $p < 0.01$) is rejected signifies that there is little impact of behaviour on expectations.

3.9.6 Job Satisfaction

H20 (t-value 10.8664; < 0.01) is accepted indicating that the impact of job satisfaction is highly significant to the desired output. Similarly, H21 (t-value 3.4589; $p < 0.01$) is accepted which signifies a highly significant effect of job satisfaction on expectations. H22 (t-value 2.7788; $p < 0.01$) is accepted which signifies that it is a significant factor. It also indicates that job satisfaction is related to high motivation in the workplace. H23 (t-value 6.9190; $p < 0.01$) is accepted which signifies that it is a significant factor. It also indicates that higher job satisfaction leads to better lifestyle expectations which are related constructs. H24 (t-value 3.3686; $p < 0.01$) is accepted which signifies that it is a significant variable. It indicates that higher job satisfaction

leads to better behavior in the workplace. H25 (t-value 3.4021; $p < 0.01$) is accepted which signifies that it is a significant variable; It indicates that higher job satisfaction means a more positive attitude towards the workplace. H26 (t-value 6.4011; $p < 0.01$) is accepted which signifies that it is a significant variable; It indicates that higher job satisfaction means intention to stay with the company for longer is strong and positive.

4.0 CONCLUSION

The purpose of the study was to understand the expectations of Generation Z from the workplace. The study considered their intentions, behavior, lifestyle, attitude, motivation, and job satisfaction as indicated from the literature review.

Recruiters require a re-examination of the life cycle of the entry-level employee experience. This includes re-evaluating traditional approaches to employee acquisition, on-the-job training methods, job assignments, employee development, and organizational culture. By understanding them, the organizations can determine what can impact recruitment and retention success through paying attention to what this generation expects from the workplace.

Generations Z seems to have different expectations and motivating factors than the earlier generations. This generation will stir its own unique needs upon the workplace as they enter the organizations. The organization needs to discover what's important to Generation Z beforehand to boost attractiveness within and outside the industry to establish a corporate culture and workplace to gain a distinctive advantage in the hunt for top talent employees from Generation Z which in turn will sustain the organizational growth and remain a winning organization throughout.

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