

DIVERSITY MANAGEMENT: WHEN GENERATION Z COME TO THE WORKPLACE AND HOW HUMAN RESOURCE CAN MANAGE?

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ABSTRACT

The rapid growing development of technology and social media as well as the world's changing in population's structure is essential to organization not only private sector but also public sector in order to prepare their workforce effectiveness in the future. Diversity is one of the sensitive issues that organization must manage well and carefully. The challenges in a diverse workforce, especially for generational differences are now on the spotlight to many multinational companies. Moreover, generation Z is now entering the University education and will participate labor force in the future. Hence, this paper aims to 1(study a generation differences from silent generation, baby boomer, generation X, generation Y, to generation Z, in order to 2(study and analyze the characteristics of generation Z, and finally)3(find the ways to manage and harmonize generation Z into the workplace with other generations. Furthermore, general concept of multi-generational differences, diversity management in generation Z, guideline how to work with generation Z are also discussed. The results of this paper will be beneficial to both private and public organizations in order to prepare workforce, and adjust the human resource management and development strategy to cope with this disruptive change in the future.

Keywords: 1(Diversity 2(Diversity Management 3(Generation Z 4(Human Resource

1. Introduction

The study of multi-generational differences has increased significantly in recent years. Many organizations have successfully adopted theories into practical, in order to handle the diversity in organization. However, many organizations have failed to manage the generational differences in the workplace. In addition, each employee brought the difference style of personal's value, attitudes, life capital, human capital, and work experiences to the organization. It's vague and problematic to the CEOs to deal with such issue efficiency. Today, the organizations are facing problems of workforce diversity in any kinds such as gender, age, race, and ethnicity group of people, minority and the like. As well, many have suffered from being discriminated because of their appearances. However, human resource department are the unit that responsible to handle such sensitivity issues because it might causes the invaluable affect if discrimination is raised both physically and mentally to the public. Human resource professionals and CEOs have to deal with diversity in term of the generational gaps carefully. However, issues in generational differences lead to the harmony in workplace. Diversity is one of the most important issues that organization needs to take a consideration in order to avoid the problem in the future and bringing people to work together.

The general concept of multi-generational differences

A word "generation" is defined as an "identifiable group that shares birth years, age location, and significant life events at critical developmental stages" (Kupperschmidt,

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2000, p. 66). However, each generation has their own characteristics such as personality, work value, attitudes, mental, motivation and emotional health that influences the organization that they are working with (Twenge and Campbell, 2008; Wells and Twenge, 2005; Twenge, Zhang, and Im, 2004). Five well-known of generations (Silent Generation, baby bloomer, generation X, generation Y, and generation Z) are categorized and now alive. The silent generation or traditional generation is the people who were born in pre-1945 during the Great Depression. Silent generation describes the values are conformity, rule-based, follow authority, logic, respect to order, command and control, disciplined, conflict avoidance, detailed oriented, and conservative. Later generation is baby bloomer, who was born between year 1945-1960 which the same era of John F Kennedy and Martin Luther King which affected by civil right and social movement in women right movement, cold war, and Vietnam War (Society of Human Resource Management, 2004). The characteristic of this generation had a strong work ethics, self-assured, competitive, goal-centric, resourceful, mental focus, team-oriented, high discipline, relationship building including expect royalty and authority in the organization (Papas, 2016). Then generation X or Xer, a product of Silent Generation that was born between year 1960 to 1981. This generation experienced HIV, Soviet era, end of the cold war, beginning of using a computer, hip-hop, Berlin wall fallen as well as reaganomics which influenced generation X was quested for emotional security, need an independent and informality, need feedback from supervisor, open communication, less committed to organization as well as seek a work life balance, learn quickly, work-life balance, status quo, and embrace diversity (Beutell and Wittig-Berman, 2008; Cennamo and Gardner, 2008; Glass, 2007; Society of Human Resource Management, 2004). Then Generation Y, Most of them were a product of Baby Boomer, right now generation Y held the highest market share in labor market with the largest number of workforce at the current workplace. Generation Y or Millennium were born during year 1982 and 1995. Generation Y are defined as a transition of technological change and open for the new platform of thought by internet prosperity that make the Ys are quickly respond to change, diversity based, technological savvy, informality, team oriented, optimistic, multitasking skills, tenacious, need and fast learning and concrete advancement, need feedback for improvement, open communication, goal achievement, creative, and high expectation (Murphy et al., 2010; Twenge, Campbell, Hoffman, and Lance, 2010; Twenge and Campbell, 2008; Society of Human Resource Management, 2004). However, to be clear, table 1 is a summary of generation's concept of work ethics, attitude to rules, expectation, feedback and supervision, work-life balance including work related characteristics and expectation as following.

Table 1: Summary of each generation

Topic	Silent Generation (Pre 1945)	Baby Boomer (1945-1960)	Generation X (1960-1981)	Generation Y (1981-1995)
Attitude to rules	Value conformity, top-down approach	Some still be uncomfortable deal with authority	Comfortable with authority and not impressed with titles or intimidated by them as well as natural to contact with supervisor	Respect must be earned
Expectation	Deference, special treatment, more weight given to opinion	Deference, special treatment, more weight given to opinion	Recognition, to be listened, do not expect deference	Recognition, and to be listened as well as do not expect deference

Topic	Silent Generation (Pre 1945)	Baby Boomer (1945-1960)	Generation X (1960-1981)	Generation Y (1981-1995)
Feedback and supervision	Insulted by continuous feedback	Insulted by continuous feedback	Immediate and continuous feedback	Immediate and continuous feedback
Work-life balance	Sacrificed life for work	Sacrificed life for work	Work-Valued balance	Work-value and life balance
Preferred leadership style	Credible, listen well, and trusted	Credible, trusted, and farsighted	Credible, trusted, and farsighted	Listens well, dependable, and dedicated
Development needed	Skill training of expertise, computer training, and team building	Skill training of expertise, computer training, and leadership	Leadership, skill training of expertise, and team building	Leadership, problem solving, decision making, and skill training
Work ethics	Hard working	Workaholic	Work as hard as needed	Work-life Balance
Work value	Hard working, conservative, loyal	Flexibility, job satisfaction, duty	Customized career, entrepreneurial, and own-time	Value diversity, techno brilliant, global mindset, and portfolio careers
Work is	Inevitable	A challenge	Exciting	A means to an end

Source: Adapted from Tolbize (2008) and Srinivasan (2012)

According to the table 1, shown the differences in work ethics, attitude to rules, expectation, feedback and supervision, work-life balance, preferred leadership style as well as development needed and work value towards work. So each generation have its own characteristics that contribute to workplace. From that point, top management need to balance and handle such issues within workplace differently in order to increase efficiency. At current situation, none of silent generation is working in the workplace, the numbers of baby boomers are decreasing, and the majority of working people are generation X and Y. However, in the near future, organization both of private and public sector have to concern about the new generations that are attending university apart from such generation as mentioned. Future generations are going to participate in labor market and soon becoming to be a majority workforce in next five to ten years. The concerning point are first, the generation X will work to the top or be promoted to a high rank of management structure chain of command, second, generation Y will be in middle-management level of organizational structure. Human resource as a strategic partner of the organization must prepare the workforce in term of human resource planning as well as staffing planning and the career management planning for employee to fill in the positions including the characteristics, work value and the like.

Generation Z

Technology is driving the world's to evolve rapidly and more rely on an innovative-based economy. Not only technology that challenge very organization but also demographic changing is also impact the way of running business in order to gain a competitive advantage. Moreover, top management, line manager, human resource manager are required to understand in generation differences. In addition, employee in particular generation is also essential to understand each generation's characteristics, learning style, life, belief, and attitudes

in order to working together in harmony. However, unlike generation Z, born in 1995 to 2010, has been called “Net Generation or iGeneration” (Seemiller and Grace, 2016, p. 6) who was born with the fast growing technology and widely spread of the internet. For the reason Generation Z’s personality slightly deviates from Generation Y but had an enormous difference from other generation like baby boomer and generation X that make a huge challenge to top management when generation Z is coming to the workplace. By all means, majority of generation Zs are products from generation X which generation X was affected by financial crisis, Enron scandal as well as economic downturn. Generation X’s perception is that companies, mostly private sectors, were careless and easy to be unemployed because of economic recession at generation X’s period. However, this thought has been transmitted to generation Z by teaching and pushing GenX’s children to study hard, earning knowledge, continue to develop skills, ability and teach them to depend on themselves rather than rely on others. Some richer GenX sent their children to study abroad for future advancement of GenZ and to accumulate GenZ’s human capital. According to Seemiller and Grace (2016) found that the characteristics of GenZs are loyal to organization, compassionate, thoughtful, open-minded, high entrepreneurial skill, responsible, determined, concern to “Me” rather “you”. Furthermore, in order to motivate GenZ, organization needs to have a tangible career advancement plan, reasonable compensation and rewards. Money is not the main motivator for GenZ to work, GenZs need a good relationship with peers and supervisor rather than compensation advancement because educated GenZs are high performer and talented. Moreover, for the entrepreneurial skill, GenZs tend to work with freedom and do not want to work under the pressure, they tend to be entrepreneur and startup-based. Table 2 demonstrates the generation Z personality, characteristic, belief and perspectives as following.

Table 2: Personality, characteristics and belief, perspectives of GenZ

Generation Z (1995 to 2010)	
Personality and Characteristics	<ul style="list-style-type: none"> - Loyal to organization - Compassionate, thoughtful, - Open-minded, responsible, determined - Not like me at all, Me but not you
Belief and perspectives	<ul style="list-style-type: none"> - Information at their fingertips - If it’s online, it’s true - Fear of missing out - Time and space are more fluid - Creativity entrepreneurship - Sharing can be revenue generating - Selling is not just for business - Be your own boss - Disasters and tragedies - The world is a scary place - Danger lurks around every corner - Diversity and social justice - Reach for dream, but realistic - Equality matters - Budget cuts and be financially conservative.

Source: Seemiller and Grace (2016)

In term of religious and political concerns, most of GenZ defined themselves as religious at 78%, irreligion 22% comparing to GenY (37% of GenY had irreligion), however, 47% of GenZ participate in religion on major holiday and rituals, 41% participate in religion at weekly to services which higher than GenY (18%), GenX (21%) and Baby boomer (21%) (Pew Research Center, 2010; Levine and Dean, 2012; Glenn, 2013; Northeastern University, 2014; Seemiller and Grace, 2016). In term of political issues, generation Z consider themselves on social issue as liberal 40%, moderate 38%, and conservative 22% however, on the financial issue, GenZs are liberal 17%, moderate 51%, and conservative 32% (Seemiller and Grace, 2016; Eagan, Stolzenberg, Ramirez, Aragon, Suchard, and Hurtado 2014; Intelligent Group, 2013).

As mentioned, the generation Z was born with the rapid growing in high technology, in term of a style of communication, Gen Zs are comfortable to utilize many social network channel to communicate with people and use a little and fast time for instant, texting with iMessage, instant messaging (e.g. Snapchat, WhatsApp, Line, Facebook Messenger), face-to-face communication on Facebook, Line, etc to communicate to peers, family and colleagues. Moreover GenZs are profound on the social media usage to express what they think, act and did, for example, posting a picture, words, hash tag, and video, music, clips in social media like Youtube, Snapchat, WhatsApp, TicTok, WeChat, Inigram and the like. Generation Z lean towards to share story, using virtual pinboard (e.g Pinterest). Gen Zs also post what they think, or getting recommendation, advice as well as searching information, sharing opinion online in order to keep in touch, gain an acceptable with others and to seek new knowledge, share personal information via social media, websites and applications. (Seemiller and Grace, 2016; Giuliano, 2015; Smith, 2015; Snapchat, 2015; Twitter, 2015; WhatApps, 2015; Jacques, 2012; Tamir and Mitchell, 2012). According to Tulgan and RainmakerThinking (2013) confirmed the five major characteristics of generation Zs are (1) a social media is their future, (2) engaging in intensive working relationship, (3) technical and critical skill need to be trained, (4) having a global mindset and local reality, and (5) infinite diversity.

Similar to Generation Y, Generation Zs value a family warmth and relationship with friends. On the other hands, because of the technology, generation Zs tend to express a personal life to social media, stick to internet and digital world in regards of family situation, love and romance's life. Online dating is increasing because internet can connect to broader world. So GenZs gain an opportunity to find friends and dating with people online and fall in love even they never met each other before, which influence a lot of drama and trust issues for parents. (Northeastern University, 2014; Smith and Duggan, 2013). It's easy to make a relationship and breaking up relationship easily as well. For the social issue from generation Z's perspective, Gen Z believes in togetherness, diversity, human rights, gender equality, GLBT, and climate change and world pollution need to be immediately solve (Levine and Dean, 2012).

Diversity management in generation Z

In order to synchronize with multi-generation, diversity management is one of the vital concepts that top management are required to handle carefully. According to Harrison and Klein (2007) said that "diversity is the distribution of differences among the members of a unit with respect to common attribute X" (p. 1200). Moreover, Triana (2017) mentioned and insisted that

"Diversity can be difference between the members of a group dimension on any given, diversity can be real, or it can be perceived by the members of the team. Examples of attributes on which teams can be diverse include sex, race, age, personality traits, attitudes, values, religion, skin color, hair color, education, sexual orientation, functional areas, and organizational tenure to name a few" (p.3)

For the multi-generation diversity management, each generation had own characteristics, attitudes, values to work, etc. In the future, the demographic changes in aged people are increasing dramatically. Evident had shown that developed countries are now the aging society with longer life expectancy and lower birthrate (Tempest, Barnatt, and Coupland, 2002). In order to manage the situation, many developed countries extent the age of retirement, re-employed the aged people to the workforce because aged people can still work efficiency. This has been called “an active aging” - a process for optimizing opportunities for health, participation, and security in order to enhance quality of life as people age. This definition includes continuing activity in the labor force (European Network of Heads of PES, 2011, p. 2). From this reason, the company needs to cope with the demographic shift by preparing and managing workforce in each generation to work together because working range has been extended. Implementing diversity management program cannot be ignored to human resource professional and should be practical to cope with this changing. According to Cox (1994) stated that diversity management defined as “planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximizes while its potential disadvantages are minimized” (p. 11). Diversity management includes attracting and retaining as well as motivating comprehensive circumstance and environment regardless of employees’ background, and appearances such as skin, religion, age, gender, etc to bring people working together in order to achieve organizational goals or objectives though human resource practices such as recruitment and selection, human resource development, diversity management program, performance management, career advancement, consulting, labor relation and the like. (Kulik and Roberson, 2008; Triana, 2017). Moreover, Cox and Blake (1991) said that the benefit of diversity management are (1) reduce the cost of organizing company in the long run, (2) increase positive reputation to the company (3) attract talents to work with, (4) improve marketing campaign for multi-national company, (5) enhance creativity, (6) bring the various solution to solve the problems as well as having a better solution because of various thinking and ideas, and (7) lead to less rigid and better response to change. From the reason, working with employees with various generations is beneficial. However the company both private and public need to prepare not only the differences in domestic generation but also difference GenZs’ background such as a various race (GenZ from Asian, EU, USA, Latin, African), gender (GenZ in GLBT), religion (GenZ with different religions) as well.

Working with generation Z

The world’s discrimination in age is still problematic especially an age discrimination that is driven by age stereotype or over-generations (Triana, 2017). On the other hand, research found that difference in job type and some particular job requires difference age to work (Posthuma and Campion, 2009). Moreover, adjusting a new organizational culture is prerequisite to organization to cope with diversity via strategic human resource management. Generation Z prefer to transparency work, self-reliance, flexibility, expect to be informed, immediate recognition and feedback, in person face to face communication, expect people to listen to their ideas, honest and trust in leader, cultivate learning atmosphere because they believe that formal education cannot provide and fulfill their need and not enough to bring the skill to work as well as GenZs are social responsibility concerned (Singh and Dangmei, 2016; Bridges, 2015; Schawbwl, 2014). However, in order to initiate work harmony, organizations are required to have a strong strategic human resource management as follows:

1. Human resource planning. Human resource department has to work closely with management as change agent to plan ahead and forecast organization’s workforce in the future by first, explore a company workforce situation, the second, categorize into each generation, third, ratio a proportion, forth, predict a future workforce in number of company labor force in total, calculate turnover rate of each group with the vacancies rate, set the career succession

plan program and promotion program in order to deal with workforce, Lastly, match and analyze situation outside company about how to recruit talent and then job analysis.

2. Job analysis. By reviewing a current job description and job specification whether are suitable for the current situation, then setting a new job description and job specification that suite to task, duty, and responsibility for each generation in a particular job with the goal and mission to the company, for instant, competencies and key performance indicators that match to company needs and employee characteristics.

3. Human resource development. Initiating and enhancing diversity training, leadership development program and experiential learning are appreciated for generation Z. Develop as they required according to their need. Training program should be flexible for each generation at individual level to learn. Moreover, setting the training program need to be systematic and critical, for example undertaking the training and development need analysis, then categorizing training needs, planning and setting the training program, implementing the sessions and finally evaluating the training program both short, medium and long term evaluation as well as calculating return on investment (ROI), and finally the organization performance.

4. Performance management. Human resource department has to set the system and criteria to assess the truly performance of each employee accordance with the job description. However employee performance should not set only individual criteria but team appraisal is highly recommended to appraise in order to get each generation working together and let them experience and understand. So, it leads to performance talent management and development program by product.

5. Compensation management has to be cleared, reliability as well as contingency because compensation directly encourages organizational justice (both procedural justice and distributive justice) and organization transparency and trust issue. As well as promoting feedback culture though a direct face-to-face two-way communication because generation Z is truthful, problem solver and values authenticity and honesty so two-way communication and straight talk are appreciated.

6. Employee engagement by getting each generation engaged to the company by implementing engagement program through, first, survey the engagement situation and analyze the current status, then adjusting what they need dramatically not only physical engagement (or hygiene factors) but also mentally engagement (motivator factor). Not only engage in job or organization but also in working as a team to go to the same direction, reaching the same goals, Moreover, makes them feel they are important and be a part of the organization (organizational citizenship behavior).

7. Mindset development program such as psychological training especially for the openness and acceptance the difference in a variety of workforce such as difference in age, GLBT, religion, race, and the like. It takes time but invaluable result.

2. Conclusions

Diversity management in organization especially dealing with the sensitive issues of generation differences are difficult to handle in the real world, where dynamics and complexity from outside force the organizations to adjust its structure, strategies, and the way of running business. Human resource plays a significant role of every organization both public and private sectors in order to be a change agent, administrative expert, employee champion and strategic partner (Conner and Ulrich, 1996), human resource department are required to deal with diversity carefully. Dealing with multi-generation is also problematic to top management, especially for the coming of generation Z soon enter university educations and later becoming majority workforce. This challenge increases a dynamic workforce globally. Generation Z has own characteristics and values because of the rapid development of technology and social media. Human resource professional seeks the tactic to overcome this massive change in order to embrace and balance each generation for working together in harmony. However, adjusting

and adapting are significant to this change to gain competitive advantage, company reputation, variety of ideas and creativity, gaining market share advantage, social recognition and finally leads to organizational effectiveness and productivity from well diversity management. Furthermore, this paper could benefit the organization to understand and manage massive change not only on physical, mental of workforce but also a shift of young generations' paradigm.

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