

# THE EFFECTS OF CHARACTERISTICS OF GENERATION Z ON 21ST CENTURY BUSINESS STRATEGIES



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**ABSTRACT** The Z generation, composed of individuals born in 1990's who are fast learners intertwined with technology, draws our attention to their aptitude to adjust to the new knowledge and pace of time. They grow in the consumer society and their inner worlds considerably differ from the members of other generations. Many members of this generation will graduate and start working in a few years. They have expectations and ways of learning that are different from the other generations and they will transform the companies and change the dynamics of the working life because they have a very good command of digital processes. The goal and objective of this scholastic research is to resolve the characteristics of Z generation who are born after 1995 – 2000s and put forward management and business strategies for the corporations, institutions and firms when they are employing or working with members of this generation.

**Keywords:** *Generation Z, Generation Y, Generations*

**Jel codes:** *J00, J24, M12*

**Scope:** *İşletme*

**Type:** *Research*

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# Z KUŞAĞI JENERATİF ÖZELLİKLERİNİN 21YY İŞLETME STRATEJİLERİNE ETKİLERİ



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**ÖZ** | 90'lı yıllarda doğup çok hızlı öğrenen ve gelişen, teknolojiyle iç içe bireylerden oluşan Z jenerasyonu bilginin ve zamanın hızına çok kolay adapte olabilmeleriyle dikkat çeker, tüketim toplumu içinde büyürler ve onların iç dünyaları diğer jenerasyonlara göre hatırı sayılır ölçüde farklıdır. Birkaç yıla kadar eğitimlerini bitirip kariyer sürecine başlayacak olan ve diğer jenerasyonlardan değişik ihtiyaç ve öğrenim sistematiğine sahip olan bu yeni jenerasyon, dijital başkalaşımlara son derece egemen oldukları için kurumları evrimleştirecek, çalışma hayatının yapısını farklılaştıracak bir jenerasyondur. Z jenerasyonunun teferruatta kaybolmama, hedefe yoğunlaşma ve bütünleşik analiz kabiliyetlerinin çalışmada yararlı olacağı değerlendirilmektedir. Araştırmamızda Z jenerasyonu olarak adlandırılan ve 1995 – 2000 senelerinden sonra hayata gelmiş olan jenerasyonun özelliklerini ortaya koyarken, şirketlerin, kurumların, ya da işletmelerin bu jenerasyon özelliklerine haiz personelleri ise alırken ve birlikte çalışırken ne tür yönetim ve işletme stratejileri takip etmeleri gerektiğini sunmaktır.

**Anahtar Kelimeler:** Z kuşağı, Y kuşağı, Kuşaklar

**JEL Kodu:** J00, J24, M12

**Alanı:** Business administration

**Türü:** Araştırma

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## **1. INTRODUCTION**

How do we want to see today's children and young people, who constitute the generation Z and will be important for building and developing the 21st century by comprising its working and producing section in the future? Or are we ready to meet their expectations and understand them in relation with the working life? What are their expectations from the working life? In order to look for answers to these and similar questions and make healthy decisions in a healthy world, the generations Z and Y, and the generations Y and X have to understand and listen to each other.

The most significant characteristic separating the generation Z from the others is their birth at a time when the digital high technology is commonly used. Learning and teaching how to use this technology in a useful way gains importance in a period when the digital and high technology guides our daily lives and social media influence every area of our lives. It is crucial who will undertake this duty and what type of a program it will be used in.

Certainly, this duty must be carried out by the managers, educators and academicians within the management and education bodies of the country. The generation Z, who extensively use computers and the digital technology, prefers texts to speaking and computers to reading. The individuals of this generation do not spend so considerable time outside, they communicate virtually, and cannot imagine a life without computers and smart phones. They have no idea about a life without technology. A generation that lives and grows up under a financial depression shall take a move into the working environment under a huge economic burden. And the working life deems the generation Z as a knowledgeable and continuously self-improving one.

This generation may play a great role in the efficient work and success of the companies as they do not get lost in details and can pinpoint them. We can say that the generation Z comes into prominence with such benefits. However, it is necessary to mention that their low sense of belonging and quick discouragement make it difficult for the businesses to keep these people in their organization within their standard systems. The generation Z is regarded as a generation that likes acting individually rather than teamwork and can create spaces where they can express themselves.

For generation Z, work fulfillment is essential too, beside earning

money. They can immediately adapt themselves to the swiftness of the information and time, individuals belonging this generation go after having fun and continuously absorbing while employed. Because they have the chance of improving their abilities quickly especially with the immense effect of high tech and have the dominance to define the prospect of the organizations, this generation has become the most important group needed by the businesses.

The generation Z is the one, which will create difference for organizations when compliance with the positions in businesses is ensured. Organizations must leave behind the traditional human resources implementations and adopt the understanding of skill management so that they can attract members of this generation to the business, provide them with the necessary significance, improve their skills for their career and keep them in the business because of their differences such as an unlimited career understanding and weak organizational commitment.

## **2. THEORIC BACKGROUND : DIFFERENT GENERATIONS AND GENERATION DIFFERENCES:**

Generation differences are the fundamentals known to be possible with the experiences and knowledge which will be passed down from one generation to the next in order to proceed and make progress in terms of the community life; the changes in the generations are stated as the forces that move within a certain process (Comte, 1974: 635-641). In the later years, the researcher Karl Mannheim (Mannheim, 1998) made an extensive and systematic research on the generations. In his study, he defined the generations as communities who have common habits and common cultures and share these values. Jean-Claude Lagree (Lagree,1991) described the term of generation as communities who lived in the same historical period, got influenced by the same events and have the same social identity.

In the glossary of Turkish Language Association, the generation term is defined as the community of the people who were brought to world more or less in the same years and experienced the circumstances of the same age, and therefore, similar problems and a similar destiny and who were assigned the similar duties ([www.tdkte-rim.gov.tr](http://www.tdkte-rim.gov.tr)). Similarly, Merriam Webster dictionary defines generation as “a group of individuals born and living contemporaneously” (<https://www.merriam-webster.com/dictionary/generation>).

When sociological definitions are reviewed, generations can be described as the groups with common values, beliefs, expectations and behaviors because they were born on certain dates, got influenced by the common events such as social, political and economic ones during the socialization period and were assigned similar responsibilities due to the circumstances (Çora H., Aydin S., (2016)).

It is not right to classify and assess the generations only in terms of when they were born. Meanwhile, it is also necessary to define the feelings, opinions and experiences of the individuals who constitute the community of generations. Every generation has its own characteristics, value judgments, attitudes, strong and weak sides together with the way of life perception and different types of communication “except for the current living and working habits”. These generations are specified according to the years they were born: “X generation” is attributed to 1965-1979, “Y generation” to 1980-1999 and “Z generation” to 2000-2021. Empirical research on generational differences is still a relatively new undertaking. Previous studies were able to compare only a few questions across time in low-response-rate samples and other studies collected data at only one time, confounding age and generation (Twenge J. (2010)).

The theory of generations describes the generation X as people who were born between 1960 and 1970, give importance to having a career, prefer watching a movie to reading a book, are emotional, well-groomed, open to changes and focus on professional success and as individuals who have similar characteristics in different geographies; they were pictured as an idealist, satisfied and loyal generation (Senbir, 2004: 24).

Described as a cohort that obeys the directions, has a strong consciousness of belonging, respects the authority, come into prominence with being loyal and hardworking ([www.mostar.com.tr](http://www.mostar.com.tr)), the generation X has witnessed a lot of discoveries and inventions. People from the generation X found themselves with washing machines, transistor radios, cassette players and pickups and experienced quite many renovations. Technologically, they tried adapting themselves to the computer systems, and therefore, the ways of working ([www.hurriyet.com.tr](http://www.hurriyet.com.tr)). The generation Y is the generation in which people were born between 1980 and 1999, know the technological innovations, grew up with computer and Atari games, were introduced to cell phones when they were teenagers, have developed social skills, have adopted flexibility in the work

environment and work hours, find it important to express themselves rather than having a career and play an active role in the decision-making manner (Howe and Strauss, 1992).

The generation Y is the one in which the difference between generations is felt mostly. Because they like being independent, are fond of their freedom and different in their working lives. They do not like working between the work hours defined. Therefore, they need to focus on the work rather than the work hours. In this case, it is important to make them a part of the work. Compared to the generation X, the generation Y has less organizational commitments and it is said that they change their jobs quite often (danisman-muratdanisman.blogspot.com).

The theory of the generations X and Y was considered insufficient by Hammill (Hammill, 2005) after the internet got popular and the products such as cell phones and tablets became a must in our lives and developed with the phenomenon of the generation Z.

The generation Z refers to the people who were born right before and after 2000. Their capacities of reaching information are higher thanks to the technology. The generation Z, which starts education at an early age, exhibits a faster mental development. Their individualism is stronger compared to the generations X and Y.

Social media is the most obvious way of their socialization. In the second decade of the new millennium the generations use social media such as instagam, facebook, twitter, snapchat, tumblr, etc. Regarded as the children of the digital era, the generation Z is also known to have the capability of doing more than one task simultaneously. The generation Z has turned the wearable, portable etc. technological products into a must in their daily lives (Senbir 2004; Williams, 2010).

The generation Z likes using the online sources and the mobile technologies. They play with ipads instead of toys and grow up with the technology. They are active in every area with the smart phones, ipads or tablet computers, which are popular today. They prefer socialization especially through the internet (<https://www.independent.co.uk/topic/generation-z>).

**Table 1 - Comparison of X Y and Z Generations in Definition**

	<b>Generation X 1965-1979</b>	<b>Generation Y 1980-1994</b>	<b>Generation Z 1995-2010</b>
Iconic Technology	VCR Walkman IBM Personal Computers	Internet, Email, SMS, DVD Playstation, Xbox, iPod	MacBook, iPad Google, Facebook, Twitter Wii, PS3, Android
Popular Culture	Body Piercing Hyper Color Torn Jeans	Baseball Caps Men's Cosmetics Havaianas	Skinny Jeans V-necks RipSticks
Sales & Marketing	Direct / Targeted media Below-the-line	Viral / Electronic Media Through Friends	Interactive campaigns Positive brand association
Training Focus	Practical Case studies Applications	Emotional Stories Participative	Multi-modal eLearning Interactive
Purchase Influences	Brand switches Experts	No Brand Loyalty Friends	Brand evangelism Trends
Learning Format	Spontaneous Interactive	Multi-sensory Visual	Student-centric Kinesthetic
Ideal Leaders	Co-ordinating Doers	Empowering Collaborators	Inspiring Co-creators

*Note:* McCrindle Research, Generatons Defined (mccrindle.com.au) (2012)

One of the main differences distinguishing the generation Z from the previous ones is their birth at a time when a change is experienced fast and in

pieces (Altuntuğ, 2012).

### 3. RESEARCH METHOD AND GENERATION Z:

The generation which consists of the people born in Turkey after 2000 is also named as the “Crystal Generation”. Specified as ‘deeply emotional’ by the experts, this generation includes people who never lived at a time without the internet and never summarized anything from the pages of the Britannica Encyclopedias while doing homework. It is a generation in which people are continuously “connected” to the virtual world with their smart phones everywhere and talk to each other with emojis, icons and gifs on social media instead of talking on the phone or writing e-mails. They are more sensitive to social events, the environment, technological developments, economy, social injustice and inequality (ikiletisim.wordpress.com). The people in the generation Z attracts attention with their behaviors of enjoying themselves, comprehending the technology quickly and completing their duties carefully in a short time. We can describe the generation Z, which is comprised of exactly the children of the technological era, as the Digital Residents. The generation Z, who has the highest synchronization of motor skills such as hands, eyes, ears etc. in the history of humanity, consists of result-oriented, unsatisfied, irresolute and born consumers. They prefer living alone. They give importance to justice and peace. Especially the developments in technology caused the individual characteristics of the people in the generation Z to be different from the other generations. This generation is predicted to be the most educated generation of the history ([www.humanica.com.tr](http://www.humanica.com.tr)).

They saw the economic difficulties experienced by the generation Y such as serious unemployment of the new graduates in not only Turkey but also in the USA and Europe following the global crisis, took them as a lesson and now they are more eager to work. They are more mature in this sense compared to the generation Y. They have a mindset similar to that of the generation X. They want to start working at an early age. The attention span of the generation Z is shorter than that of the generation Y. They communicate with symbols, emojis and emoticons beyond the short texts with 140 characters preferred by the generation Y (Howe (1992), (Altuntuğ, (2012)).

Visuality is more important than the texts in their communication. For example; pictures with caps etc. which we often see on social media indicate it

(ikiletisim.wordpress.com). For the generation Z, everything sold on the internet can be bought. They prefer e-trade for all of their needs. Therefore, their shopping carts are a few times above normal.

**Table 2: Work-Related Characteristics and Opinions of the Generations X, Y and Z**

<b>Work Characteristics</b>	<b>Generation X</b>	<b>Generation Y</b>	<b>Generation Z</b>
<b>Work Ethics</b>	Balanced	Eager	More realistic
<b>View on Work</b>	Work is a challenge.	Work is carried out to create difference.	Work is carried out with eager and energy.
<b>Personal Characteristics</b>	Practical, flexible, individualistic, entrepreneurial, life quality	Having political conscious with high expectations, team builder, understanding for differences, self-confident, open to challenges	Curious about technology, getting mature early, spoiled, strengthened, against risks, protected
<b>Work-Related Characteristics</b>	<ul style="list-style-type: none"> <li>-Not liking workplace policies</li> <li>- Less dependence on workmen</li> <li>- Ability to conduct multiple tasks simultaneously</li> <li>- Liking the work environment where an equal amount of responsibilities is taken</li> <li>- Liking doing projects</li> <li>- Giving importance to work responsibilities rather than work titles</li> <li>- Evaluating the performance according to the output</li> <li>- Not liking the power policies</li> <li>- Being flexible to the authority</li> <li>- Thinking that casual dressing is comfortable</li> </ul>	<ul style="list-style-type: none"> <li>- Eager to know the reasons</li> <li>- Eager to be praised in front of everyone</li> <li>- Liking an enjoyable workplace</li> <li>- Thinking that money is not motivational</li> <li>- Eager to take momentary responsibilities</li> <li>- Eager to set small time-limited goals</li> <li>- Thinking that work-life balance is important</li> <li>- Not eager to have a long-term relationship with a company</li> <li>- Having confidence in skills</li> </ul>	<ul style="list-style-type: none"> <li>- Being creative and cooperative</li> <li>- Having to solve environmental, social and economic problems</li> <li>- Ability of self-guidance</li> <li>- Processing information quickly</li> <li>- Being more intelligent</li> </ul>

*Note: Çetin, C. & Kara, S. (2016), Reserch about Gen X, Millenial and Z Stdents' Perceptons of Protaen & Bondaryless Occupation*

Almost all of generation Z consists from active social media users and most of them say that the social media ads of the e-trade websites affect their shopping decisions. Despite seeming extravagant, they prefer saving to spending money. They follow the sales closely and they are the most active users of the sale websites. Making research is one of the most specific characteristics of the generation Z. 80% make research before doing shopping and compare the prices. For the generation Z, quality is more important than the brand (ep-next.com). According to the research, the generation Z, which consists of people born into the digital world and grow up in it, appears mostly on YouTube with the rate of 97%.

One of the most remarkable results of the research is the effect of the digital world on the social lives of the children in the generation Z. Digitalization changes the ways of behavior ([www.hurriyet.com.tr](http://www.hurriyet.com.tr)). The generation Z exhibits a steadier attitude about nourishment. While the generation Y is concerned about dieting, losing weight and being fit, the individuals in the generation Z adopt their nourishment habits as their life style and accept themselves as they are. The attention of this generation to the nature and the natural assets is high, 7 people out of 10 from the generation Z consider the nature important, adopt and appreciate the efforts ([www.hurriyet.com.tr](http://www.hurriyet.com.tr)).

In relation to all these characteristics, we can state the positive and negative sides of the generation Z as follows:

### **3.1 Positive sides of the generation Z**

- They know what they want.
- They have the ability to work individually and independently.
- They are honest.
- They can express themselves comfortably without any complexes.
- Their potential and desire of entrepreneurship is high.
- They demand a colorful working life, where difference is celebrated and adopted, and less hierarchy.

### **3.2 The negative sides of the generation Z**

- Disloyalty and easy discouragements might be a problem for the companies.
- Being self-centered may cause problems in tasks requiring team work.  
Their continuous expectation of promotion can toughen up the competition.
- Their expectation of working on innovative and entertaining tasks may complicate the standard tasks.

- Their hurrying and impatience cause professions requiring time and effort to lose value([www.turkishtimedergi.com](http://www.turkishtimedergi.com)).

#### **4. FINDINGS ON THE GENERATION Z AND WORKLIFE:**

The generation Z, born at the end of 1990s and classified as IGen in other words, has begun stepping into the working life although mostly as interns. The number of the individuals we can consider in the generation Z is around 18 million (<https://biruni.tuik.gov.tr/nufusapp/idari.zul>). Thus, it is critically important to understand and address to the generation Z in a country such as Turkey where the proportion of the young people is so high. The researches conducted so far have shown that this generation is impatient, disloyal and cannot communicate easily. Whatever the results of the research are, it is required for the organizations to understand the dreams and expectations of this generation, people of which will become the employees and customers of the future. For this, it is necessary to retrace this negative perception first of all.

The survey applied in France by BNP Paribas and The Boson Project ([www.group.bnpparibas/communique-de-presse/bnp-paribas-boson-project-publent-premiere-etude-generation-grande-invasion](http://www.group.bnpparibas/communique-de-presse/bnp-paribas-boson-project-publent-premiere-etude-generation-grande-invasion)) to 3200 young French people between the ages of 15 and 20 revealed that the generation Z had a very different approach to the working life and the company environment. Even though this study was conducted only on young French people, it gives a good idea about the world youth that is brought together by the globalization and new technologies. The results of this survey are as follows: the young people perceive companies and working in a company as “very difficult”, “very complicated”, “boring”, “merciless” and “wild forest”, and ‘company’ refers to ‘stress’ for 36 out of 100 people. Because the Z people live in the circle of an ecosystem that they are always connected to, communicate and interact with, approximately 40% of these young people think that success is possible with a good network. As the people in the generation Z are born and grow up in a world where everything (such as cell phone models and the versions of the internet games) gets old quickly, they think that information will also become old, and therefore, they will always have to “update their own information and themselves”.

In their working life, they do not want to stay in a position or sector permanently. Of the young people 38% stated that ‘they tended to change at least 5 jobs during their working life’ and 84.5% expressed that they will work in an exciting position ([www.hurriyet.com.tr](http://www.hurriyet.com.tr). People of this generation, who are

brought up in the shadow of fast technology and easy information, hurry up in everything. They want everything everywhere and immediately. They are used to downloading and using everything they are curious about within seconds. Compared to the generation Y, it will take them a longer time to learn behaving patiently. Due to their affinity to changes, they live in a 'self-centered' way and they are believed to have a less sense of loyalty. This generation's impatience and boredom of everything makes it more difficult to retain them.

Because they obtain everything more easily than the older generations, they do not value what they have. This generation gives more importance to the balance between the work and the private life than the generation Y does, and the new generation does not want to give up on having fun even in a busy work environment. When these characteristics of the generation Z, which are perceived negative, are approached in a healthy way, they may contribute to the work environment positively. The experts recommend that an environment which is open to more fun and taking risk should be created so that this change can be reflected on the working life positively (Howe (1992), (Twenge J. (2010))). Regarding the rise in the quantity of Z generation in the business world, managers of many sectors believe that there will be more screen in the work environments, papers and procedures will be reduced substantially, flexible work hours and models will be increased, many new duties will appear, work environment will seem like film sets, "new project groups, temporary teams, international team members will replace the sections, colorful people from different cultures, genders and beliefs will start working at a speed observing the women-men equality".

The leading companies of the world are beginning to redesign their office environments according to this understanding. They are trying to organize enjoyable activities in the environments where the employees can socialize and feel comfortable even in office. Hence, an efficient step is taken into adapting this individualist generation to team work. Compared to the older generations, their distance to hierarchy brings forward the enhancement of the democratic management. A colorful working life where difference is celebrated instead of being pressed will emerge. Consequently, good and creative ideas will not disappear within a hierarchical order (nextgenclub.net).

## **5. NEWEST GENERATION IN WORK PLACE: GEN Z AND THEIR EFFECTS**

Today, the changes observed in every field affect our life socially, culturally, legally, educationally and technologically. These changes influence the structure of the society, the value judgments of the people comprising the society, their expectations and beliefs and cause them to change. Transitions between the generations are given more possibility today than before. A new generation, a new labor force, which consists of people that are more informed, do not content themselves with less amount, question when necessary, have different expectations and needs and give importance to keeping time for themselves, is coming up (Sadullah, 2010: 7).

It was revealed in a research by Mc Kinsey in 2016 that 45% of the work which is done by people in return for a wage today can be completed automatically by the computer-supported machines with the development of the technology. These results may lead to the assumptions of unemployment in the future, but it is not the case. Because similar circumstances had been observed during unemployment also before. For example, typists were replaced by the word processors and the desk officers by the customer representatives. The only difference in the change, transformation, decrease or reshaping of the job opportunities is the fact that the changing speed of the work skills needed is at the highest level and this change comes true very quickly. It will be necessary to acquire new skills quickly and use these skills more often in order to be permanent in positions, which has possibly never been heard of before, in the era of digitalization.

Of the jobs 65% that the generation Z will work in are those which do not exist currently in the world. No education can be planned for a job which does not exist currently in the world, however, an education can be planned to develop the abilities and learning skills of the people (Arar, 2016).

The research of The Skills Revolution conducted by ManpowerGroup and attended by 18.000 employers from 43 countries revealed that a bright future is awaiting young people in terms of employment. According to the research, one out of every five employers (19%) stated that technological developments would increase the job opportunities providing that people adapt themselves to the business world of the future, and six out of every 10 employers (64%) suggested that the number of employees will increase, at least will be stable if

the employee candidates have the necessary skill and are ready for learning, practicing and adaptation. More than 90% of the employers believe that businesses will be affected by the trend of digitalization in coming two years ([www.btnet.com.tr](http://www.btnet.com.tr)).

People of this generation, who will graduate and start working in a few years and have expectations and ways of learning different from the other generations, will transform the companies and change the dynamics of the working life because they have a very good command of digital processes. Experts of human resources, who stress that the departments of human resources will have benefits, describe the expectations of the generation Z as a work place far from hierarchy, where they can have transparency, equal opportunities and express themselves openly. They emphasize that the attitude of the generation Z not to get lost in details, to focus on the outcome and their ability of compact thinking will be useful for the working life ( [www.kariyer.net](http://www.kariyer.net)).

### **5.1. The Expectations Of The Generation Z From The Business World**

- Flexibility in workplace and work hours
  - Work-life balance
  - Organic organization rather than hierarchy,
  - Chance of both vertical and horizontal career progress,
  - Non-monotonous and innovative tasks with the integration of technology,
  - Assessment of the success with the quality of the work done rather than the hours worked
  - Chances and gains satisfying materially and morally,
  - Individual offices as they prefer working individually to having team spirit
  - Assignment of the technological devices (Computer, internet etc.)to themselves
- (Arar, 2016)

Another expectation of the generation Z from the managers and bosses in working life is “Skill Management”. The process of the company to build its future through knowing the employees, managing them and helping them make progress is called “Skill Management” (Smola and Sutton (2002)). It is an important term included in the agenda of the human resources. Defining the skill is the first and most significant step to be successful at the skill management. At this point, the generation change makes things more difficult.

In this case, how ready are the schools and families for this generation? Does the business life have the necessary equipment for welcoming the generation Z? This question must already have been answered as the skill management strategies aim at building the future. However, the adaptation issues of the generation Y set forth that we are not so much ready for it.

The approach of the generation Z to the authority is one of the crucial differences that will influence the level of the adaptation to the work environment. They expect the people with authority to know them as an individual and act accordingly. While awards, bonuses and promotions get transparent within the skill management, intercorporate communication becomes horizontal. Thus, the independent attitude of the generation Z may increase the efficiency of the work decisions whereas the dynamism of the lower categories enhances. Correct understanding of the approach of the generation Z to the authority and their communication style will make the process easier. The companies that can quit the hierarchy of the company culture and adopt open-cooperation can be attractive for the generation Z ([www.analizkariyer.com](http://www.analizkariyer.com)).

## 6. CONCLUSION

Technology shapes the business world as much as it shapes the generation Z. One of the most important reasons for the companies to adopt flexible work models is the profit made by the companies due to this situation. The fact that the families of the generation Z generally come from the generation X is a significant factor in the formation of various personality traits. The individuals of the generation X struggled with a lot of difficulties and enabled their children to learn to make their own decisions, get educated and have jobs so that they could stand on their feet. The individuals of the generation Z have quite strong relationships with their parents. Therefore, it was observed that the families of the individuals in the generation Z generally had an effect on their work plans. They want flexible working hours and comfortable work environment, and for this reason, a majority of the individuals in the generation Z want to become entrepreneurs.

The individuals of the generation Z are very self-confident, and therefore, they want to take different responsibilities in their career. These people are expected to be successful at many areas such as communication,

management, different ideas and fast enlightenment. Designing the work environments of the individuals in the generation Z in a modern and technological way and the presence of equipped tools and devices in this environment will help them work more efficiently and exhibit an active performance. The researches showed that team work would decrease the efficiency of the generation Z and they would be more successful with the opportunity of individual work generation Z can contribute positively to their environment and change the dynamics of the society in a positive way when approached tolerantly, and strategies must be developed for compliant work between this generation and the other people, especially the trainers and managers.

Managers can develop their business policies in parallel with the innovative viewpoint and analytical intelligence of this generation. This development is important for the progress of both the business and the individuals of the generation Z in working life. Ensuring a balance between the experienced generation in the business and the new generation and regulation of the work conditions according to the individuals will create a difference.

In this sense, it will be essential to describe adaptable systems and settings which will react to the individualizing requests of the employees who are becoming more “self-centered” “because the work methods will indisputably be reinforced with technology and planned away from bureaucracy”. The departments of human resources, which will have to put aside the standard policies, will need new policies that will help them be fast and flexible.

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