

## **New generations - differences in the characteristics of Generation Y and Generation Z focused on the working world**

Philipp Klein

---

**ABSTRACT:** *The following article investigate the possible value differences of Generation Y, also better known as Millennials and Generation Z. A quantitative survey with 150 people from the mentioned generations was conducted to analyze and get a better understanding of the potential differences regarding the new requirements for todays and future organization. The Wilcoxon-Mann-Whitney-Test was used to test the established hypotheses. As a result of the final analysis there is no significant difference ( $p < 0.05$ ) between Generation Y and Generation Z. Career, flexibility, personal development, and digitization were the selected areas, which were highlighted in this study.*

**KEY WORD:** *Generations, Management, Human resource, Organisation*

---

Date of Submission: 26-12-2018

Date of acceptance: 11-01-2019

---

### **I. INTRODUCTION**

Never before the term, “generation” has played such an important role in today's world. In recent years, values were changed by every generation constantly. In the socio-historical context the term, “generation” defines age cohorts which share the same birth period and formative social and historical events that correspond to personal development stages, like childhood, adolescence, and young adulthood. (Aichinger, Deutsch, Friedrichsmeier & Josef 2013)

Especially the new generations, better known as Generation Y (born between 1985 and 2000) (Hurrelmann/Albrecht 2014, 3f.) and Generation Z (born after the year 1995) with their new values have a significant influence on today's fast-changing environment and influence many areas of our society. Especially, the working world is affected by this change tremendously. Literature defined the main difference between the Z's and the Millennials regarding their digital affinity. (Eberhardt 2016, 44)

A higher influence of the new generations means a complete or some changes and challenges for many organizations. Due to the demographic changes, different generations have to deal with each other in the same working atmosphere. Employees of the already mentioned generations are different regarding their values and requirements to their employer.

A detailed literature analysis at the beginning of the research showed that particularly the areas of career making, flexibility, personal development, and digitization are affected by the changing values. The survey focused on the differences between the new generations. Therefore it was important to reach a significant majority of Y's & Z's in the survey.

### **II. RESEARCH METHODOLOGY**

This research focuses on the changes in the working world caused by the “new generations”. Using the Mann-Whitney test will investigate whether there are significant differences between the new generations in terms of organizations. According to the research, the main difference between the two generations is the use and the need for digitization. It remains to be seen whether there are any differences in terms of requirements to the working world, since Generation Z is only at the beginning or entering their working career. A detailed theoretical analysis is not part of this work.

The data was analyzed using SPSS-16 software for Microsoft Windows. The Wilcoxon-Mann-Whitney-Test was used to test the established hypotheses. In contrast to the independent t-test this is the non-parametric alternative test that is used to compare if two sample medians are equal or not (Glen/Leemis, 2017: 98f).

H0: The central position parameter of the two groups is the same (Median Gen Y = Median Gen Z)

H1: The central position parameter of the two groups is not the same

The confidence level is 0.95 and the critical p-value is 0.05.

The following abbreviations were defined for an easier understanding:

-- (1) strongly disagree

- (2)disagree
- o(3)partially agree
- +(4)agree
- ++(5)strongly agree

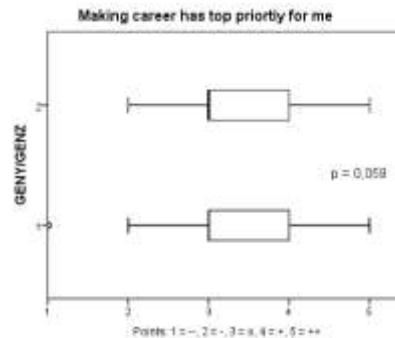
The online survey with the title “New Generations: Changes of values, leadership and organization culture” included 35 closed and 2 open questions. It took place between 19. July 2017 and 28. July 2017. It took approximately 10 minutes to complete all questions. Due to the technical possibility, the survey was shared online only, on platforms such as Instagram and Facebook to take the advantage of the technical affinity of the millennials and Z's. 350 participants, of that 88% belonging to Generation Y or Generation Z, completed all questions.

Regarding the study, this survey was filtered in order to focus on that specific results, which are relevant for this paper and shows the differences between the new generations. The new sample includes 150 participants limited to members of generation Y (n = 98 / 65.33%) and generation Z (n = 52 / 34.67%) without a university degree. (Reason: Gen Z is demographically too young to finish their studies). The results of the defined hypothesis derived from the survey are described more detailed in the next chapter.

### III. RESULTS

#### H1: Making career has top priority for me

Figure 1: Making career has top priority for me



Source: Survey “New Generations: Changes of values, leadership and organization culture”, 2017

Figure 1 shows that Generation Y and Generation Z partially agree on the question “making career has top priority for me”. The participants gave answers between two and five with only one outlier within Gen Y. The median was three. The p-value is 0,059 thus there is no significant difference between the groups.

#### H2: Job hopping is part of making career

Figure 2: Job hopping is part of making career



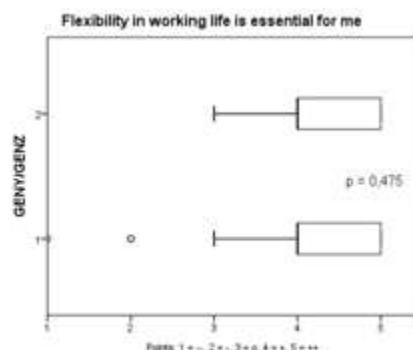
Source: Survey “New Generations: Changes of values, leadership and organization culture”, 2017

The participants partially agree on the question “Job hopping is part of making career”. The median of the groups was three and there were only a few outliers. Group 1 (GenY) gave answers between one and five

and Group 2 (GenZ) gave answers between one and four. The p-value is 0,285 thus there is no significant difference between the groups.

**H3: Flexibility in working life is essential for me**

**Figure 2: Flexibility in working life is essential for me**

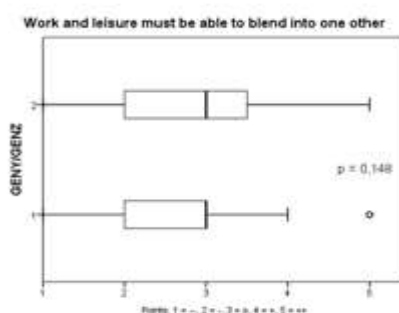


Source: Survey “New Generations: Changes of values, leadership and organization culture”, 2017

The next graph show that participants agreed that flexibility is essential in working life. The overall median was four and there was only one outlier in group one (GenY). Participants gave answers between three and five which underlines the importance of flexibility in working life. The p-value was 0,475. Thus there is no significant difference between Millennials and Generation Z.

**H4: Work and leisure must be able to blend into one other**

**Figure 2: Job hopping is part of making career**



Source: Survey “New Generations: Changes of values, leadership and organization culture”, 2017

Generation Z (group 2) gave answers between one and five that work and leisure must blend into one other. Within group 1 (Millennials) only one person (outlier) strongly agreed on this comment. The overall median was three. The p- value is 0,148 thus there is not significant difference between the groups.**H5: Home office is a significant aspect of time**

**Figure 2: Job hopping is part of making career**

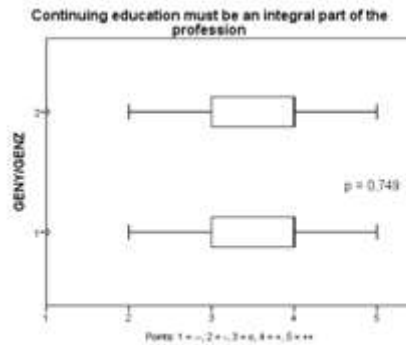


Source: Survey “New Generations: Changes of values, leadership and organization culture”, 2017

Figure five show that the answers were between two and five. The median of the two groups is four which means that Gen Y and Gen Z agreed that home office is a significant aspect of time. This strengthens the aspect of flexibility in working life within the new generations. The p-value is 0,522 thus there is no significant difference between the groups.

**H6: Continuing education must be an integral part of the profession**

**Figure 2: Job hopping is part of making career**



Source: Survey “New Generations: Changes of values, leadership and organization culture”, 2017

Personal development is an integral of GenY und GenZ professional life and the new generations “agreed” on this comment. The figure shows that there was only one outlier within group 1 and 2. All other participants gave answers between two and five. The median is four. The p-value is 0,749 thus there is no significant difference between Millennials and Generation Z.

**H7: I am willing to change job if promises are not kept**

**Figure 2: Job hopping is part of making career**

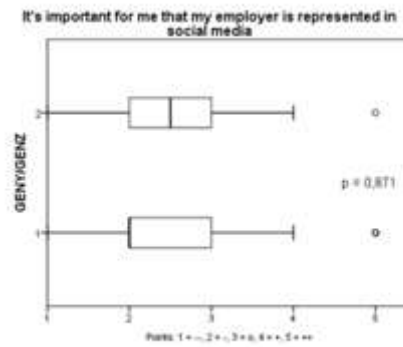


Source: Survey “New Generations: Changes of values, leadership and organization culture”, 2017

The participants agreed that they are willing to change the job if promises are not kept. No one of group 2 disagreed or strongly disagreed on this statement. What underlines the willingness to seek new challenge if they are dissatisfied. The median is four and the subjects agree. The p-value is 0,444 thus there is no significant difference between Generation Y and Z.

**H8: It's important for me that my employer is represented in social media**

**Figure 2: Job hopping is part of making career**

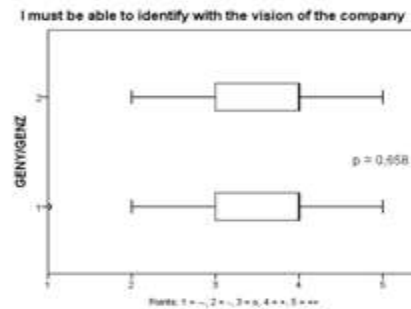


Source: Survey "New Generations: Changes of values, leadership and organization culture", 2017

The medians of both groups don not overlap in the statement. It is important that the employer is represented in social media. The median of Generation Y is at two (disagree) and the median of Generation Z is at two point five. This result might reflect the difference between the digital usage. There are only two outliers. The p-value is 0,871 thus there is no significant difference between the two groups.

**H9: I must be able to identify with the vision of the company**

**Figure 2: Job hopping is part of making career**

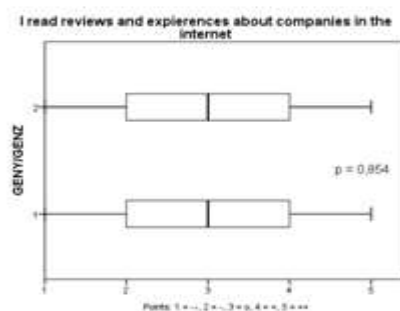


Source: Survey "New Generations: Changes of values, leadership and organization culture", 2017

The graph shows that the median of both groups is four. Participants agreed on the statement that they must be able to identify with the vision of the company. There was only one outlier in group one. All other answers were between two (disagree) and five (strongly agree). The p-value is 0,658 thus there is no significant difference between the groups.

**H10: I read reviews and experiences about companies in the internet**

**Figure 2: Job hopping is part of making career**

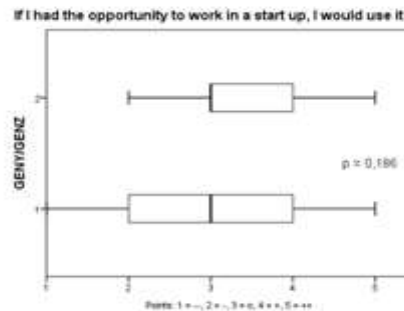


Source: Survey "New Generations: Changes of values, leadership and organization culture", 2017

Figure 10 shows that subjects partially agreed to read reviews and experiences about companies in the internet. The participants answered between one and five. The median of both groups is three. There was no outlier. P-Value is 0,854 and thus there is no significant difference between the groups.

**H11: If I had the opportunity to work at a start up, I would use it.**

**Figure 2: Job hopping is part of making career**



Source: Survey "New Generations: Changes of values, leadership and organization culture", 2017

The boxplot shows that no one from group two strongly disagreed of the comment "if I had the opportunity to work in a start up, I would use it." The median of Generation Y and Generation Z is 3. Group one answered between one and five. The p-value is 0,186 and thus there is no significant difference between the Millennials and the Z's.

In conclusion there is no significant difference between participants of Generation Y and Generation Z in the tested statements. H0: The central position parameter of the two groups is the same (Median Gen Y = Median Gen Z) is accepted.

#### IV. CONCLUSION

The investigation has shown that there are no significant differences in any of the hypotheses examined. The requirements of Generation Y correspond to those of Generation Z. Furthermore, the evaluation has shown that the results corresponded with the literature.

In conclusion it should be mentioned that Generation Y and Generation Z are different in their in personal values to the generations before. Personal development, flexibility and digitization have priority. Whereby the aspect of digital media is the main difference between both new generations. This is also confirmed by the evaluation in detail. However, the median of the two generations is the same. Since many participants have not actively worked in organizations it remains to be seen how the working attitude of Generation Z will look like. It would make sense to conduct interviews with HR experts who already have experience with the Gen Z.

#### BIBLIOGRAPHY

- [1]. Aichinger, E., Deutsch, T., Friedrichsmeier, H., & Josef, F. (2013). Jung & Gierig – Alt & Müde? Karrieren und Generationenkonflikte im modernen Management. Wien: Facultas Verlags- und Buchhandels AG. Universitätsverlag.
- [2]. Eberhardt, D. (2016). Generation zusammen führen: Mit Millennials, Generation X und Babyboomers die Arbeitswelt gestalten. München: Haufe Gruppe
- [3]. Hurrelmann, K. & Albrecht, E. (2014). Die heimlichen Revolutionäre – Wie die Generation Y unsere Welt verändert. Weinheim: Verlag Beltz.
- [4]. Glen, A.G. & Leemis, L.M. (2017). Computational Probability Applications. Cham: Springer International Publishing.

Philipp Klein" New generations - differences in the characteristics of Generation Y and Generation Z focused on the working world ""International Journal of Business and Management Invention (IJBMI) , vol. 07, no. 12, 2018, pp 53-58