Beguiling the Gen Zers to enter the workforce

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Abstract

The thought process of this investigation is to recognise the fundamental qualities that are required in ones work environment. On recognising these attributes, the investigation checks if these suppositions of the Gen Zer run close by with the desires of the employer in the workforce. The outcomes will assist workforce by identifying the missing variables. Also, to analyse the conduct of the Gen Z which will enable them to get ready and enable them to excel in their career. Additionally studies should be possible to see the way to overcome any issues between the scholarly world and industry necessities. This investigation will look into the desires of business from GenZ representative workforce and human resource experts. This study attempts to qualitatively capture the attributes required from the Gen Z to be retained in a prospective workforce scenario. Secondly, it aims at quantifying the same using the factor analysis approach. Primary data collection is administered through a questionnaire in the form of a web-based survey carried out in the Indian context, and the information is examined by factor analysis. The three constructs identified were Proactivity, Sovereignty and Recognition which are the basic factors of Gen Z representatives that would help in the assurance of the retention period in a workforce.

Keywords – Generation Z, Workforce, Retention Period, Proactivity, Recognition and Sovereignty

Introduction

Gen Z refers to a generation who are social and technology savvy. This generation is also known as the "Homeland Generation"(Howe, 2014). An astounding 72.8 million people are incorporated into this gathering conceived between the mid-1990s and the mid-2000s (Comaford, 2017). At present, 60 million strong and young are thought to be generally amongst basic and school-age category, who will without a doubt change each business' selecting strategies. After all, Gen Z will rapidly outnumber Gen Y also known as 'Millennial' and Baby Boomers(Patel,2017). There is no precise date when Gen Z group starts or ends but researchers typically use the mid-1990s and early 2000s as birth year for this group of people. A significant part of this generation has indulged in the widespread use of the web from a youthful age. Individuals from Gen Z are normally thought of as being agreeable with innovation and communicating via web-based networking media sites for a critical bit of their socializing.

According to a survey conducted by National Society of High School Scholars (NSHSS) which is an eminent establishment which supports young scholars to become tomorrow's leaders. It was studied that most Gen Zers desire to go into the medical and health sector. The survey was conducted with 9,214 high school and college students. Out of the students surveyed, the majority consisting of 31 % have studied or are currently undertaking the major undergraduate programme in medical or health services. The second most favoured major is one in the sciences, comprising of 21 %. Other popular majors among Gen Zers encompasses of 13 % in psychology, business form 14 % and engineering add up to 13 %. To get ready for vocations in such fields, most Gen Zers are intending to go to graduate school in the wake of getting their educational qualification. Without a doubt, 76 % of study members intend to go to graduate school, and 33 % of this subgroup intend to go to medical school. Nevertheless, Gen Zers are not intrigued entirely in healthcare and science. This survey was conducted in The United States (Leadem, 2017).

This implies that the Gen Zers are preparing themselves to enter the workforce, be it in any industry and it is necessary for the management of the workplaces to prepare themselves to take into their workforce a generation which has much potential as prospective qualified employees.

Objectives:

- To understand the expectations of Gen Z from their prospective workplaces
- To help the employer to retain the Gen Z for an extended period in the organisation
- To identify the most required factor which a Gen Z believes is critical at their work environment.

Need for the study:

The study is carried out to identify the factors which devise the workplace to take in the Gen Zers. Also to demonstrate their contribution to the workplace and the impact of their contribution on the retention period in the organisation. According to the article written by (O'Boyle, Atack, & Monahan, 2017), they explore how organisations can redesign entry-level jobs in a way that can both attract and engage Gen Z while ensuring that the entry-level job continues to serve as the necessary training ground for incoming professionals. There is a gap between the factors that are expected by the Gen Zers to motivate themselves and the actual factors that are fulfilled by the organisation. To bridge the gap between the expected and the actual factors, this study comes into the picture. Likewise, there is a need to conquer any hindrance between the business and the scholarly community. As per the review conducted by the researchers, firstly, it is found that there are very limited studies which have been conducted in the Indian context concerning commerce graduate expectations at work. Secondly, there are very fewer research studies which highlight the need for the employers to look into the attributes and how they have an impact on the retention period of the employees who are the Gen Zers. Thirdly, Indian context has very few literature that aims at studying the expectations of Gen Zers (Thomas and Mathew, 2018). Lastly, the management and the workplace scenario seem to be completely different when we become aware of the various attributes held by a Gen Z employee and how one is going to adapt oneself in the current workplace as opposed to their expectations, as there is a gap that is prevailing.

Theoretical Framework

The current study follows a theoretical framework of some relevant human resource theories administered in the organisational behavioural context. Herzberg was a self-admitted humanist; this turned out to be progressively apparent as his reasoning advanced. His motivation-hygiene theory is presented in three volumes (Herzberg, Mausner, and Snyderman` 1959; Herzberg 1966, 1976). The latest of these is fundamentally an

abridgement of articles already issued in the early 1970s which constituted a larger part of them. Even though the basics of the theory built up in 1959 have stayed firm, Herzberg has expounded significantly on them from that point onwards. He ascertained from the information that the motivators were components that improved a man's job. He discovered five factors specifically that were firm determiners of job satisfaction: achievement, recognition, the work itself, responsibility and advancement. These satisfiers were related with long-term constructive outcomes in work execution while the dissatisfiers reliably delivered just short-term changes in work dispositions and execution, which rapidly fell back to its former level.(Gawel, 1997)

Motivation-Hygiene Theory

Frederick Herzberg's motivation-hygiene theory depends on two sorts of necessities: hygiene needs and human needs. Hygiene needs will be the employee needs to have met, yet, that does not enhance execution.

Notwithstanding, if these requirements are not met, worker execution decreases. Cases of hygiene needs to incorporate safe working conditions and reasonable compensation. Human needs are more valuable as motivating factors for workers and to incorporate things, for example, promotions, recognition, awards and responsibility.

In light of specific results of the exploration, the variables prompting job satisfaction and to job dissatisfaction were indicated and consequently turned out to be a piece of the theory. Job satisfaction is viewed as an outgrowth of achievement, recognition (Verbal), the work itself (challenging), responsibility, and advancement (promotion). These five components are thought to be firmly related, both reasonably and accurately. When they are available in an occupation, the person's essential needs will be fulfilled; positive emotions are exhibited and additionally enhanced execution will come about. The essential needs determined are those identified with self-awareness and self-realisation, and these are said to be fulfilled by the five intrinsic aspects of the work itself.

 In contrast, job dissatisfaction comes about because of an alternate arrangement of variables which portray the setting in which the work is performed. These are company policy and administrative practices, supervision (technical quality), interpersonal relations (especially with supervision), physical working conditions, job security, benefits, and salary. These dissatisfiers or hygiene factors, at the point when fittingly given, can serve to evacuate disappointment and enhance execution to a limited degree. However, they cannot be

depended upon to produce extremely positive employment emotions or high levels of performance. To achieve these results, the administration must change gears and move into motivation.

This means that good hygiene ought to be given, however, it will yield benefits just up to a specific point. Past that, the concentration should be on the intrinsic aspects of the work itself, not in its context. "Jobs must be restructured to increase to the maximum, the ability of workers to achieve goals meaningfully related to the doing of the job. The individual should have some measure of control over the way in which the job is done, to realise a sense of achievement and personal growth" (Herzberg, Mauna and Snyderman 1959, 132).

This theory can be closely related to Maslow's Theory: Maslow recommended that there are five needs framework which represent the vast majority of one's behaviour. He set these necessities in a chain of importance ranking from the most immature and primitive – in terms, that is, of the behaviour they foster – to the most mature and civilised behaviour.

Herzberg adopted relatively a distinctive strategy to motivation. However, his examinations likewise drove him to presume that needs are fundamentally the same as those recommended by Maslow, were functional in the job context.

While Maslow was worried about the sources of motivation in a general sense, Herzberg concentrated on those who appeared to be correlated to work and work achievement. Herzberg inferred that all those needs frameworks that compare to Maslow's conscience status and self-completion levels fill in as immediate sources of inspiration to work viably. About belongingness concerns, he found that they are fairly connected to work motivation. Herzberg called these upper-level needs in Maslow's hierarchy motivators.

Figure 1: Theoretical Framework of Maslow and Herzberg Theory
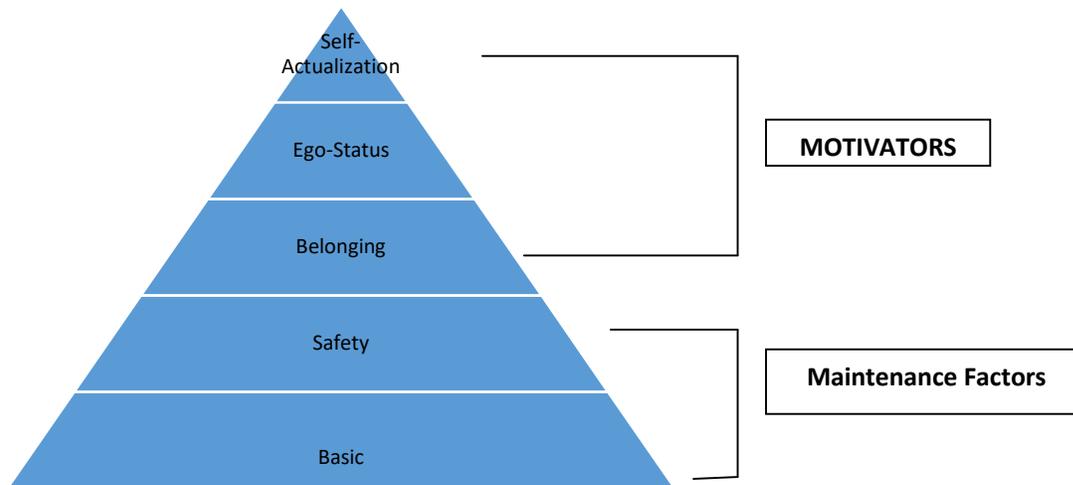
Source: Montana& Petit (2008)

Motivators vs Maintenance Factors

In his "Two Factor Theory of Motivation," psychologist Frederick I. Herzberg recognised the factors in the working environment, that inspire individuals (satisfiers) from the maintenance factors, which can disappoint (Dissatisfiers) them. (Herzberg,1968).

Dissatisfaction, assuming any, comes about because of the maintenance factors, which speak to those lower-level needs that employees expect to be satisfactorily met. A good supervisor and a great working condition are instances of such needs. Hardly any administrative or expert individuals would state that these activity factors spur them most. However, the moment a supervisor or the working conditions turn into a primary concern, factors, for example, intriguing employment substance and advancement, lose their capacity to motivate. To put it plainly, powerful occupation execution relies upon the fulfilment of both, maintenance needs and motivation.

A workers motivation is influenced by his or her age, personal conditions, external territory, and the present period of his or her life and vocation. For example, "steady employment" and "good pay" regularly rank higher among all ages amid times of financial vulnerability. At the point when the economy is prospering, workers tend to underestimate these upkeep factors; when joblessness and expansion are high, their chief motivators swing to change."

Table: 1: Motivators Vs. Maintenance Factors

Motivators(Satisfiers)	Maintenance Factors(Dissatisfiers)
Work itself	Interpersonal relations (with superiors, subordinates, and peers)
Achievement	Status
Recognition	Working conditions
Advancement	Organization policy and administration
Growth	Job Security
Responsibility	Supervision
	Salary
	Personal Life

Source: Compiled by the researchers

Review of literature:

According to a study by (Wellner, 2000; Jayson, 2009), Gen Zers give much importance to security. As the present world moves towards development and advancement, it provides open information regarding everything; they tend to be more aware and keep themselves secure. For example, higher education is given much preference which is one of the ways to keep their future secured. In another study conducted by (Langford, 2008; Simon 2009; Benjamin,2008) Gen Zers prefer independence. According to a report on Entrepreneur India (2016), Gen Z employees prefer to work in a group as they are "Crowdsourcing", whereas, Gen X employees are independent and prefer to work independently. They wish the work to be accomplished by themselves rather than others interfering in the work. They prefer the internet for their work to be done. Montana(2008) who conducted a study at Fordham UniversitySchool of Business, the USA with a sample size of 200 studied the motivational factors considered by Gen X and Y, to do their best work on the job and to prepare the Gen Z workforce through the study. This article listed out the top six similar motivational factors for both Gen X and Y which are, regard for self as a person, good pay, a chance for advancement, opportunity to do captivating work, feeling ones job is essential, the opportunity for self-improvement and change and coexisting with others.

According to a study by Angeline(2010), the article says about the various perceptions and expectations of Gen X and Gen Y at the workplace. It says every generation is unique, valuable and special and each tends to view the other differently based on his or

her life expectations. Employees must correct misperceptions towards each generation and support each other. As researched by Ozkan (2015), the study conducted in Turkey with a sample size of 276 university students using questionnaire scale method of data collection, it was seen that the social environment is given more importance by the Gen Zers who are adapted to team spirit. They prefer happiness in the workplace. If they do not find it, they do not mind quitting the job undoubtedly.

Further studies by Kolnhofer-Derecskei and Reicher (2016), new ways have been created for communication. Gen Z makes proper use of technology for this purpose. They can gather information quickly; they adapt well to any situations and can multitask. They are available online most of the times surfing on the web during their free time.

To understand Gen Z, certain trial and error methods should be conducted through new apps to motivate them and to make them productive. Gen Z employees focus on the goals of an organisation whereas Gen X employees concentrate reaching on their personal goals. Gen Zers prefer freedom to complete their work with the help of the internet without sitting at one particular place and working. Whereas, Gen X prefer flexibility either to work at home or the office. According to a study by Employee benefits London (2017), Gen Zers are not passive; they believe success comes from their network. 76% of them want their hobby to be their career. Social links are more important for them than their qualifications. Head of HR at LinkedIn says Gen Zers prefer flexibility more, rather than their salary. MetLife survey says that 58% of the employees aged 18 to 24 years old say additional benefits would boost their loyalty. HR of Voice says that 56% of employees reported a significant improvement in their engagement as a result of having flexible benefits.(Spohn, 2017) Also compared stating Gen Z have shorter attention span than Gen Y. Use of social media like Facebook and Twitter by Gen Z is fading away because they would prefer to share information on less permanent apps like Snapchat. They are into new technologies such as 3-D printers, tablets and 360-degree photographies. There is a need for the workplace to identify those expectations or characteristics of the Gen Zers to make the necessary changes at their workplace to welcome them. For this purpose, it is necessary to investigate the prospering information on Gen Z and to get a heads up on how organisations can conform to address the issues of the most current individuals of a workforce, the Gen Z and how they can flourish in a shiny new business world. (Cooper, 2017).Employers will take the time to understand the Gen Z's perspectives, perceptions and expectations as they differ from those

of their slightly older millennial peers. Employers must be the first to discover and retain this valuable new talent (Huhman, 2017).

According to a study by Patel(2017), Gen Zers, to a great extent see themselves as the business visionaries without any bounds. Indeed, even as internal employees, they have grasped - even longed for - a move toward greater adaptability. This interest for work-life stability will not just drive more representatives into the outsourcing domain, but also would move organisation culture in ways that are advantageous to the organisations, consultants and internal employees alike. Organisations need to stay aggressive and select talents of any age who would consider adopting to organisation culture and livens that interest to Gen Z. Amidst economic and political uncertainty, Gen Z has grown up and have watched their millennial forerunners difficulties to find jobs, settle student loans and turn out to be fiscally autonomous. Resolved to maintain a strategic distance from these traps, Gen Zers are self-persuaded. Resolved to make their particular manner throughout everyday life and in their vocations, they are willing to strive to pick up progress. They likewise consequently expect a considerable measure (Patel, 2017). Organisations that need to stay focused and who need to enrol expertise of any age should consider embracing an organisation culture and stimulate that interest to Gen Z(Patel, 2017). It was seen that the employers took time to understand and adapt to the traits and expectations of the millennials and it is now necessary for them to take a step back and understand the expectations, traits and perspectives of the young wave of talent. To prepare themselves for getting with the wavelength of the Gen Zers, the employers are to look into the various characteristics of the Homeland Generation. (Howe,2014).

Explored possible factors based on literature to welcome generation Z into the work place.

Collaborative work environment

According to Patel(2017), in his study, it is seen that the Gen Z prefer to work in a situation where each one's thought is recognised and talked about, and the best is taken forward. They incline toward a workplace which supports cooperation, as they are always open to new thoughts and developments.

Independent

Despite the above trait, it is seen that Gen Zers like to be free. Sovereign about their office space and aptitudes. They are entrepreneurial with regards to their work. They get a zest out of the chance to complete the work in their particular manners and through a procedure outlined on their own (Patel, 2017).

Respect as an Individual

Like some other individuals, Gen Z feels it imperative to be regarded, regardless of whether it is from the outlook of their partners or their bosses or themselves. They felt better when they are drawn nearer by and acknowledged for who they genuinely are (Gibbions, 2018).

Quick Feedback

According to a study by (Comaford, 2017) Gen Z are more enthusiastic about getting consistent and moment criticism. They are fretful and get FOMO(Fear Of Mission Out), as such instant feedback is their key satisfies. They feel more refreshing when the businesses give them real quality criticism, as well as; they are energised by the person who appreciates their vocations and offers mentorship, direction, course and support (Patel, 2017). Gen Z likes their plans to be heard, and when they get the moment input, they tend to advance, adjust and grow new abilities and henceforth pick up reliability for an extended period.

Job Security

Cash and Job security are the key helpers for the Gen Z. They should not be the same as others. However, the higher angle for them is the after effect of endeavouring and flourishing for the reason they are working towards. Employer stability assumes a noteworthy part and when the work environment offers them that, they overthrow as their unwaveringness is helped (Comaford, 2017).

Diversity at workplace

Diversity and inclusion are of the utmost importance to Gen Z(Door of Clubs, 2017). It was contemplated that Gen Z loves to work in work environments which offer a broadened culture and enhanced line of gifts. Broadened working environment additionally incorporate individuals from various nations which enable them to develop as people as they get a chance to work with different individuals of various foundations, distinctive point of view as it causes them to enlarge their extent of information and development.

Access to the latest technology

Gen Z has experienced childhood in a world that is always propelling where innovation assumes an essential part of their lives. Needless to say, they expect that the innovation utilised as a part of their work environment is overhauled and is the best. At the point when innovation is a piece of their working environment foundation, they feel that they can work productively and can remain associated. (Patel,2017).

Opportunities to take up responsibility and initiatives

As the Gen Z anticipates working freely, they get a chance to take up obligations and activities. They get a chance to take a shot at undertakings and run errands. They like the work to be given to them. However, they get a thrill out of the chance to finish the assignment given to them in their specific manner and not by the way others impact them or not through the conventional techniques.

Freedom of Attire

Gen X initiated "work casual" dress codes. Millennials go with "casual" dress codes. Gen Z will pilot "wear something" dress codes.

With sexual orientation and sex articulation vigorously dependent on apparel, cosmetics, and general appearance, clothing regulations can assume an essential part in affecting an employee's efficiency, happiness, and retention over a period. Looking at the professional attire at the workplaces, one will notice how gendered the clothing is. What might happen if a "man" strolled into the workplace wearing heels or lipstick? A "lady" strolled in with facial hair? Odds are, those people would be condemned, criticised, or called amateurish. Gen Z's thoughts of gender are tolerating of the individuals who do not fit flawlessly into the sexual orientation of "man" or "lady", and they are no doubt carrying their acceptance with them into the working environment(Kerai, 2016).

Flexibility in working Hours

Gen Z is worn to the adaptability of an online world. Be that as it may, experiencing childhood in a quick paced, innovation-driven condition implies they have little tolerance for sitting around idly or putting in 9-to-5 hours when it is a bit much. This generation needs to make an impact at work and in the world as a rule. They will invest time and energy and attempt to make great things happen. They buy into the proverb of "work smart, not hard".

Numerous Gen Zers will anticipate that work practices will adjust to them, not Gen Zers to work practices. In reality, some Gen Zers rank flexible work routines at the highest point of their worker benefits records (Patel, 2016). According to Patel (2017), when Gen Z are permitted to be flexible by the way they invest their time in, one might be astounded when, changed work days or modified hours make a more powerful, fiery and effective workforce. Also, one will probably build work morale. The outcome will be more joyful employees who are less inclined to leave the workplace.

Sponsorship for studying

It was seen in a study by Patel (2017) that alongside with steady access to the web, this age has turned into a gathering of consistent students who ingest and process information quicker than any past generations. Vocation advancement is an absolute necessity for the Gen Zers. They are eager, and they long for open doors for propelling their careers. They are pragmatic enough to understand that 'this does not occur' if they do not take up the chance to assemble their insight and aptitudes. That is one reason they grasp casual training and tutoring openings close by formal learning. Gen Zers see both as reasonable pathways for professional development and standard training (Patel, 2016).Gen Zers are capable specialists, they know to teach themselves and were to discover information. If they are interested in adding on to their knowledge base, it was studied that 33% will watch lessons on the web, 20 % will read course readings on tablets, and 32 % will work with schoolmates on the web. Numerous Gen Zers have experienced their childhood in elective learning classrooms or self-teach conditions. Many more have used massive open online courses (MOOCs) that is, picking up instruction at no cost. A significant part of Gen Zers will enter school and win degrees; however formal education has lost its allure. It looks bad to Gen Zers to pay consistently climbing educational cost rates and assume huge understudy advance obligation when they can pick up information and aptitudes in other, more moderate ways (Patel, 2016). This age is all the more ready to think past the customary way to that first occupation. More Zers measure the possibility of a "gap year" between secondary school and school to travel, understudy, to take in ability or just focus on what they need to be at the point at which they grow up(Wharton, University of Pennsylvania, 2017).

Appreciation through rewards

The Gen Zers need to be guided in a situation where they can progress rapidly. They need to look at their pioneer without flinching and experience trustworthiness and

straightforwardness. They need to have devices to win, either through building up their shortcoming and qualities. Pay and advantages and in what capacity they can progress are crucial (Comaford, 2017). Even though they are here and are condemned for it, (Patel, 2016) Gen Zers are acquainted with getting applause and rewards for even little accomplishments. They flourish with feeling esteemed. Gen Zers' inspiration and self-worth are complicatedly connected to this affirmation. If one needs to draw in the Gen Zers, one must ensure that the Gen Zers are valued as people and also highlight their performance endeavours.

Appreciation through salary

These youngsters were still children amid the Great Recession, which implies that they may have seen their folks endure financial, budgetary shots. A noteworthy bit of their lives may have been characterized by battles identified with that. Gen Z may lean more toward security and salary. This is an even-minded generation — they think about distinguishing themselves, yet, are eventually inspired by guaranteeing that they have a protected life outside of work (Patel, 2017). The main three "must haves" for their first occupations are medical coverage, an aggressive pay and a supervisor they respect. A typical topic that was found in a report prepared by Ward (2016) is Gen Z's accentuation on a portion of the more 'customary' advantages like medical coverage and quality, two-way relationship with their potential supervisor. To anchor an occupation with an aggressive pay, Gen Z is all the more ready to move or work evenings and ends of the week than past generations. In a study done by Comaford (2017), Cash and Job security are their best helpers. They need to make a distinction, yet, surviving and flourishing is essential.

Multitaskers

It was learnt in a study by Alexandra (2017) that multitasking regularly gave individuals an enthusiastic lift, notwithstanding when it harms their subjective capacities, for example, composing. That is the reason Gen Z has a tendency to misperceive the positive emotions they get from multitasking. They are not more profitable – they simply feel all the more sincerely fulfilled from their work. Furthermore, those positive feelings are the thing that our limbic mind is searching for to keep us upbeat and normal. They do not have as quite a bit of a jarring outline amongst work and home, and this could change the work environment considerably more in the coming years.

Plan for face to face communication

According to a study by Staff (2018), the slangs and abbreviations, the Gen Zers are acquainted with need polished skill, while a substantial dependence on emoticons implies they might be less proficient at passing on tone in their own composed correspondences (or elucidating it in others). Maybe Gen Zers know their written communications are feeble and shun email or informing for vis-à-vis talks as the better method to substantiate them professionally. As for efficiency, practical-minded generation, Gen Z finds face to face correspondence as the ideal approach to fabricate community oriented and powerful work connections. Gen Zers value these relationships with mentorship and instructing opportunities - two facets that prompt their conclusive success (Patel, 2016).Since the innovation they have grown up with (Skype, Snapchat) has enabled individuals to speak with a full scope of sound and motion, rather than just content. It is required to be ready for consistent in-person gatherings with the Gen Z workers to talk about their undertakings and also their expert development (Patel, 2017).

Competitive

Gen Z is characterised by their competitiveness. They need to deal with their particular work and be judged on their own value as opposed to those of their group. Gen Z additionally comprehends that there's a requirement for steady ability improvement keeping in mind the end goal to remain pertinent. Their folks likely showed them the significance of working hard, and that nobody will give them their prosperity. This generation will work hard, yet they presume to be compensated for it(Patel, 2017).Gen Zers hope to begin at the base and work their way up. Gen Zers are significantly more focused than Millennials. They are not as centred on a coordinated effort. It is said that the Baby Boomers are going to be fond of Gen Z's competitive nature, as no other generations are as competitive since the Boomers. Additionally, it is seen that they have the most idealistic and comprehensive states of mind contrasted with some other generations (Levin, 2017).

DIY Generation

According to a study done by Comaford (2017), it is seen that Gen Z are a Do It Yourself(DIY) generation and they feel that previous generations have overcomplicated the working environment. Gen Z's vicious, independent nature will impact head-on with a significant number of the cooperative cultures that recent millennials have battled for (Stillman, 2017). They are simply the do-it-yourself generation, incompletely because the

Internet gives exceptional chances to self-instruction. If they needed to figure out how to re-tile their floors or communicate in Russian, they have the choice of doing everything of that and anything in the middle of, by signing onto the online world (Wharton, University of Pennsylvania, 2017).

Transparent

Prove It or Lose it, they say. Gen Zers do not see morals as having any hazy area; to them, things are high contrast with no centre ground. This position is likely because of the way that these youngsters were naturally introduced to a genuine post-digitalized period that offered them the capacity to see each side of an issue on account of internet-based life. What's more, as opposed to protecting themselves from the debate that regularly comes about, they eagerly stand firm and regard the privilege of others to express their sentiments.

Gen Zers have a strong work attitude; however, they look for direction from everyone around them. They need to know precisely what their employer needs from them. This longing for clear desires stems not from a fear of committing errors yet rather from recognition for direction and form. Gen Zers look to managers to be the guides to be their mentor, their wellbeing if they are lost (Patel, 2016). Employers can develop a culture of reliability on the off chance that they support these beginners and offer roads for them to exceed expectations in the work environment, thereby enhancing their loyalty and recognise the same (Patel, 2017). Gen Zers could not think less about the excellent picture one anticipates or the notable supports one uses. Realness and straightforwardness matter to them. They need to know who one truly is, who one says that they are. The organisation needs to be precisely depicted and not be distorted or misrepresent information. In case the employer is straightforward about the exceptional and the (possibly) awful situations, Gen Zers will value them for it (Patel, 2016).

Entrepreneurial

Gen Z is self-spurred. A study found that 76% of these youngsters consider themselves to be the proprietors of their careers, responsible for moulding their particular ways. Truth is told; almost 50% of Gen Zers feel the need to have their particular organisations, contrasted with 32% over every single working generation (Ward, 2016). Generation Z is 55% more inclined towards the need to begin a business than Millennials. Truth is told, an entire 72% of Gen Z secondary school understudies say that they need to begin a business. This can be attached back to a considerable lot of their attributes — particularly the autonomy and want for money

related achievement. They are exceptionally energetic and willing to strive to accomplish their fantasies. These maturing business people can make outstanding employees. They are probably going to take up as much learning as they can and go up against a wide range of difficulties as they seek after their objective of beginning their particular organisation later on (Patel, 2017).

Structure and Direction

Alongside steady feedbacks, Gen Zers also want structure, order, predictability and consistency at work. They think that it is hard to arrange themselves if left with an excessive number of decisions and choices. An efficient organisation makes them feel settled and focused. Comprehensive training programs are a powerful method to dial Gen Z into ones organisation's structure and culture (Patel, 2016).

Research Methodology

The research undertaken was done by using a web-based survey for a total sample size of 400 commerce students. The respondents taken for sample belonged to Bangalore region in the state of Karnataka, India. The research is descriptive and adopts a non-stratified sampling method which is Judgemental Sampling Technique. For the data collection purpose, only Universities were considered, and a sample of 100 each were taken from the different parts of North, South, East and West of Bangalore city. The respondents' age group belonged to the Gen Z category which is considered for the study, whose present age as of 2018 is 8 to 23 years. The sample administered to elicit the response only from the Undergraduate students.

The knowledge gained through the review of the literature guided the researcher in clarifying and narrowing the research project. There were various factors that were recorded, which the researchers have exhaustively recognised to relate to the motivation and hygiene theory. This was followed by classifying and segregating the identified factors into their commonality. This motive is more engageable and researchable than the first arrangement of factors. Thirdly, running factor analysis, led to check whether the proposed factors fit into the factors identified. The factor analysis helped in deciding whether the variables were factually noteworthy. The factors which were statistically significant uncovered that the study confirms with the theory which was the helped to tap the focal point of the research. The results of the study also give important information about those factors which are vital for the organisation

to adjust the working environment to help enhance the workplace structure as well as to discover the approximate retention period.

Data Analysis

As there is a growing body of literature, scale development is necessary to measure when the data is being aimed at quantifying the perception. Therefore factor analysis plays an important role which is made use by researchers in evaluation refinement of scales and its measures. Factor analysis is done in order to reduce a large number of factors to identify the suitable variable underlying a large number of observed variables. Factor analysis is a statistical tool used to analyse a large number of observed variables to determine the small number of unobserved variables (factors). It is a tool used to reduce a large number of variable in a lesser number of factors.

Through comprehensive desk research various Motivators and Maintenance Factors based on the framework of the study has been identified which are as follows: Thirteen attributes that have been identified, where each one of them can be classified into Motivators and Maintenance Factors based on Herzberg's Two Factor Theory. The Motivators(Satisfiers) identified are Quick feedback, Respect as an individual, Opportunities for taking up initiatives and responsibilities, Sponsorship for studying, Independence at workplace and Appreciation through rewards. Similarly, the Maintenance Factors(Dissatisfiers) that have been identified are Collaborative work environment (Team Work), Security of the job, Access to latest technology, Diversity at the workplace, Freedom of attire, Flexibility in working hours and Appreciation through pay scale.

Before extracting the factors, it is necessary to know the suitability of the respondents' data to the factor analysis. These tests include Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The KMO index, in particular, is recommended when the cases to variable ratio are 1:5. The KMO index ranges from 0 to 1, with 0.5 considered suitable for factor analysis. Whereas Bartlett's Test of Sphericity should be significant (i.e. $p < 0.05$) for factor analysis to be suitable. It was found that Data is suitable for the factor analysis because the value of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy ranges from 0 to 1 (i.e. 0.839), and the significant value of Bartlett's test of Sphericity is less than 0.05 (i.e. 0.000) through which we can say that the respondents' data is suitable for the factor analysis. Interpretation includes clubbing the variables which fall under the same group and assigning them a name. From the table given below three factors can be

produced for the research undertaken. If the researcher is satisfied with these factors, then these factors can be labelled descriptively. It is important that the labels provided to them reflect the theoretical and conceptual purpose.

Table 2: Factor loadings and labelling

Variable	Factor	Component		
		1	**2**	**3**
PROACTIVITY	PRO1	0.683		
	PRO2	0.619		
	PRO3	0.612		
	PRO4	0.591		
	PRO5	0.562		
	PRO6	0.542		
	PRO7	0.514		
SOVEREIGNTY	SO1		0.725	
	SO2		0.639	
	SO3		0.588	
	SO4		0.579	
RECOGNITION	RE1			0.741
	RE2			0.718

Source: SPSS 21

Interpretation

Proactivity – Coded as PR 1 to PR 7 includes the attributes which are Collaborative work environment(Team Work), Security of the job, Respect as an individual, Quick Feedback, Access to latest technology, Diversity at workplace and Opportunities for taking up initiatives and responsibilities.

Sovereignty – Coded as SO 1 to SO 4 comprises of Freedom of Attire, Flexibility in working hours, Sponsorship for studying and Independence at the workplace.

Recognition – Coded as RE 1 to RE 2 encompasses Appreciation through Rewards and Appreciation through pay scale.

Results and Findings

The key findings of this research narrow down to identifying those attributes the Gen Z looks for when they enter the workplace. The demographic results show that the total sample population was comprised of 51.7% male and 47.2% of female respondents and 1.1% prefer not to say. From the perspective of Gen Z students, the sector in which they wish to work is mainly the finance sector which accounts to 32.1%. The construct of Proactivity is identified as the most important attribute recognised by a Gen Zer, as it caters by giving them security of job and access to latest technology. It is found from the study that the inclination of this group is to work with people of varied backgrounds, and also they need a collaborative environment to work.

The finding demonstrates that the second sector Gen Z wishes to work is in the management discipline, which accounts for 31.8%. The second construct being identified as Sovereignty aims at understanding Gen Z's workforce needs from the stance of flexible working hours and advancing their career in the organisation by receiving sponsorship to spruce up their capabilities.

The evidence from this study point towards the remaining Gen Zers wish to work in the banking sector which accounts to 11.1%, and the remaining 25% of the respondents wish to work in their preferable sectors such as Teaching, research, marketing, BPO sector. The upshot of this finding is the possibilities that this group who opt for the other sectors mainly look for rewards and recognition due to the nature of work they hold.

The human resource practitioners should look into these attributes to further enhance the efficiency of Gen Z. These specific elements found in the study can be put to use by the practitioners to meet the expectations of the workforce. Also, as a must, these attributes must be identified and assessed during the initial stages of the recruitment process by the human resource team. This would thereby amplify the proficiency and productivity of the organisation.

Practical implications:

The exploration will be utilized by the businesses which require the youthful companions with those characteristics which is appropriate for both, the association and the Gen Zers and in addition to build up themselves as that association which is adaptable and takes measures to improvise the quality and proficiency in their work which is conveyed to their customers

or clients. It will assist the workforce with identifying those advancements and patterns which are new and fierce which would empower them to flip their share in the business world. As the workplace will be intended to meet the Gen Z employees and the organisation's culture, they will be roused to remain faithful to their manager, which will upgrade the connection between the business and worker. A circumstance of seeking risk and obligation as their work will be contacted upon, in this way the work of the youthful, enthusiastic workforce will be more efficient. The article assumes a vital part in investigating the conduct of the new workforce as these are the employees who will achieve a radical new change to the customary work environment condition. It realises lucidity to the recruiters to have an agenda before they can draw in another group inside the association in order to help execution and effectiveness by viably limiting the costs on preparing and so forth.

Limitation and further scope:

The article can be utilized for further research which would draw out the desires for the businesses from the Gen Zers who will be entering their workforce. This examination is done in light of specific presumptions and after that has been tried with certain limitation about specific areas and backgrounds. The article does not discuss the particular business prerequisites as each industry's requirements vary from each other and henceforth learning about these details would be helpful to many. This article can be utilized for featuring the maintenance time of the workers if every one of their desires and needs is looked into.

Conclusion

As Gen Z assumes to overpower a greater portion of the workforce, the article provides a detailed study about the various attributes of the Gen Z which helps the employers change their work environment accordingly so as to help the gen Z adapt to their workplace which will boost the work efficiency and retention period which is required to reduce the employee turnover. The rising consultant economy will transformatively affect organisation culture. The organisations that acknowledge and adjust to these progressions will see benefits for their consultants and Gen Z workers, as well as for everybody in their associations. Organisations should consider their image and culture inside the setting of an extensive ecosystem. Organisations that need to stay aggressive and recruit expertise of all age should consider adopting an organisation culture and perks that interest the Gen Z as it is difficult to seize Gen Z's attention. As another age enters the workforce, extraordinarily formed in times which they live and experiences that they have had, the associations have the chance to

develop and to take advantage of this current age's rising qualities, setting them in a place to make enduring image for the organisation. At times, this may mean proceeding to seek after existing methodologies and strategies; several, for example, attention on prosperity and adaptability, appear as a characteristic outgrowth of practices that associations have started to embrace over the previous decade. Others, for example, improvement and employing rehearse may continue to pivot the new attributes of these people to come. In either case, this article brings out the significance of these factors and practices and how they ought to be considered by business and talent pioneers identically help the approaching Gen Z experts.

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