



Assessing work values of Generation Z representatives and their impact on a person's organizational behaviour

Evaluar los valores de trabajo de los representantes de la Generación Z y su impacto en el comportamiento organizacional de una persona

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ABSTRACT:

The Russian society has been undergoing a process of transformation for a long time. This transformation has affected all spheres of human activity, and work is not an exception. The problem of studying young generations' values and ideas remains highly relevant, since radical changes in the political, economic and spiritual spheres of life entail changes in people's values perspectives and behaviour in the organization. Other ones, defining today's life realities, replace priorities that previously seemed unshakable. These are value perspectives formed at a young age that determine the peculiarities and characteristics of the individual's relationships with the surrounding reality and determine the individual's behaviour. The latter circumstance is of fundamental importance for analyzing the new generation's work values, as a social phenomenon in the transforming Russian reality

Keywords: Personality attitude, value perspectives, values, personality behaviour patterns, theory of generations, iGen generation work values

RESUMEN:

El problema del estudio de los valores y las percepciones de las generaciones más jóvenes sigue siendo extremadamente relevante, ya que los cambios radicales en las esferas política, económica y espiritual de la vida implican cambios en las orientaciones de valores y en el comportamiento de las personas en la organización. Prioridades que antes parecían inquebrantables están siendo reemplazadas por otras que determinan las realidades de la vida de hoy. Son las orientaciones de valores que se forman en la juventud las que determinan las peculiaridades y la naturaleza de las relaciones de una persona con su entorno, así como su comportamiento. Esta última circunstancia es crucial para el análisis de los valores laborales de la nueva generación como fenómeno social en la realidad transformadora de Rusia.

Palabras clave: orientación de la personalidad, orientaciones de valores, valores, modelos de comportamiento de la personalidad, teoría de generaciones, valores laborales de la generación iGen.

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1. Introduction

Today, attracting and retaining young professionals is an increasingly important issue for Russian companies, since some of them have already faced an increasing level of staff turnover due to dismissing the new generation of workers. Similar problems exist in foreign companies. Employers draw attention to the fact that this problem may be related to the specific characteristics of new professionals.

The authors of the article see the solution of this issue in the theory of generations, developed by W. Strauss and N. Howe. This theory implies significant differences between people born and brought up in different historical periods. A generation consists of people who have similar characteristics: they were born in a certain historical period, experienced the same important events in history at the same age; they have similar values and patterns of behaviour in certain situations; they possess a sense of belonging to a specific generation, they are part of a single generation. The assumption of the cyclical nature of generations with diverse values is considered the main aspect of the theory (Strauss, Howe, 1991).

Intergenerational differences are reflected in the values and attitudes associated with work (Rhodes, 1983). At present, the working-age population of Russia is made up of representatives of generation X, generation Y, and generation Z. Time boundaries may vary in different studies, since important events and phenomena that form the value perspectives of a particular generation can occur in different years in different countries. The generational frameworks developed by W. Strauss and N. Howe, adapted for Russia by a team under the leadership of E. Shamis, constitute the following criteria: generations X - 1964-1984 years of birth, generations Y - 1985-2003 years of birth (Shamis, Nikonov, 2016); generation Z are those born in 1995–2012 (Generation Z (iGeneration, Homelanders, Homeland Generation or New Silent Generation)).

The main characteristics of generation Z representatives, according to D. Stillman, are:

1. The digital world. Generation Z representatives perceive the real and digital world as one. The virtual world is part of their real world. Online 24/7.
2. High degree of personalization. The iGen generation strives to search and create its own image; the value of individualization in everything is high.
3. Practicality. Today, the leaders of organizations are millennials - idealists, and there is a huge gap between them and generation Z. The latter believe that, in order to survive, and even more to succeed, you should really understand what effort and cost it will require.
4. The syndrome of loss of profits (FOMO - fear of missing out). Generation Z is particularly affected by the fear of missing something important. Their strength is that they are highly competitive. Their weakness is that they are constantly oppressed by the idea that they are moving forward in the wrong direction and not fast enough.
5. Virtual economy. IGen representatives seek to overcome the internal and external isolation of organization and they aspire to a more convenient and cost-effective teamwork.
6. "Do it yourself" (DIY). They are sure they can do almost everything on their own. Their attitude is "if you want to do something well, do it yourself"!
7. Motivation. The high level of ability to work is due to previous factors.

It is also worth mentioning that some researchers (E. Shamis, 2016) emphasize directly opposite criteria for characterizing a new generation: they are not ready to bear responsibility; they are not diligent enough; their knowledge is superficial.

Representatives of different generations (X, Y, and Z) have differences in the level of job satisfaction. It is necessary to take into account that most of studies are limited to separate organizations, areas of professional activity; they do not take into consideration a personality's individual-mental development. Thus, the present study is devoted to analysing work values of iGen generation and correlating these results with previously presented assumptions about certain patterns of behaviour.

The purpose of the study is to analyze iGen generation work values, the way they correlate with previous generations X and Y work values; and to design possible patterns of behaviour in the organization.

Value perspectives are a multidimensional socio-psychological phenomenon that determines a person's perspectives, characterizing people's general approach to the world, to themselves. Value perspectives also help people to comprehend and guide their personal attitudes, behaviour, and actions. The system of value perspectives is of multi-level structure, values associated with the individual's life goals are at the peak of the structure.

E.M. Pavlyutenkov claims that "young people's value system manifests itself in their interests and can be understood as a reflection of interests". Linking values with professional aspirations of iGen generation, the authors of the article distinguish the following groups of values: 1) values of a higher order: attitude to various aspects of work and work activity; 2) values associated with the essence of work process itself; 3) values which present praise for professional work; 4) values of professional growth; 5) values of self-assertion in work; 6) values of prestige in the profession; 7) value of material remuneration for work (E.M. Pavlyutenkov, 1990).

I. V. Grishina identifies the following priority work values:

- Socially significant values;
- Values of work content;
- Values of status achievements;
- Values of work result;
- Values associated with possibilities to develop and assert yourself in professional activities;
- Values of working conditions;
- Values of profession aesthetics.

Value perspectives form the basis for various patterns of personality behaviour. There are a large number of patterns depending on the sphere of vital activity behavior, individual psychological characteristics, styles of interaction, etc. The authors single out three main patterns that serve as basis for analyzing a person's organizational behaviour: strategic, tactical, and operational.

The first pattern presents implementing strategic life goals, the so-called mission. It includes a person's understanding of their mission and a way in life (helping people). The tactical pattern will characterize needs and their motives for a certain period of a person's life (buying accommodation, looking for a job, starting a family). This pattern is more definite and visible for the individual. The operational model includes a set of actions and operations in a particular situation. This pattern is often due to past experience and psychological attitudes of the individual.

2. Methodology

2.1. Sample description

134 people aged between 18 and 24 (the median of age is 6 years), 31% of boys and 69% of girls were surveyed, including students pursuing higher education (bachelor's and master's degrees) and specialized secondary education, but already working (73 people). Respondents were mainly employed in a service sector (28%) and trade (72%).

2.2. Research methods

Work values analysis based on the survey questionnaire consisted of two parts. The first part included questions aimed at obtaining socio-demographic information about respondents and their work places: sex, year of birth, and education level.

The second part was aimed at measuring satisfaction with certain aspects of work (Methods for diagnosing job satisfaction, developed by T. Yu. Ivanova, E. I. Rasskazova and E. N. Osin). It includes five scales that measure satisfaction with wages, work conditions and organization, management, the team, as well as work process and content, their achievements (Ivanova, Rasskazova, Osin, 2012). In this study, the first four scales (14

points) were used to assess factors external to work, or health factors. The second technique applied in the study was "Career anchors" for diagnosing value perspectives in a career (E. Shane, 2002). This technique puts forward the following criteria:

1. Professional competence is guidance, determining availability of particular talents and abilities (for example: creative activity, technical design, accounting, etc.).
 2. Management: focus on management, integration of other people's efforts, full responsibility for result and synthesis of various organization functions.
 3. Autonomy (independence) means exemption from organizational rules, regulations and restrictions.
 4. Stability means the need for security and the ability to predict future life events.
 5. Ministry: "serving humanity", "helping people", "wanting to make the world better", etc.
 6. Challenge means competition, striving for leadership, overcoming obstacles, solving difficult tasks.
 7. Integration of lifestyles.
 8. Entrepreneurship means creating something new, overcoming obstacles, and willingness to take risks.
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3. Results

In this study, the authors focused on the motivational and adaptive side and interviewed young people: 59.24% - 109 people were still in higher education; 14.13% - 56 people had secondary education, 13.04% - 44 people had specialized secondary education; 13.59% - 34 people were educated to degree level. The distribution of respondents by age was as follows: 106 people were aged from 18 to 21 years, 28 people were aged from 21 to 24 years. 42 males and 92 females were among those who participated in the study. Most of the respondents (73 people) were not employed when they were interviewed.

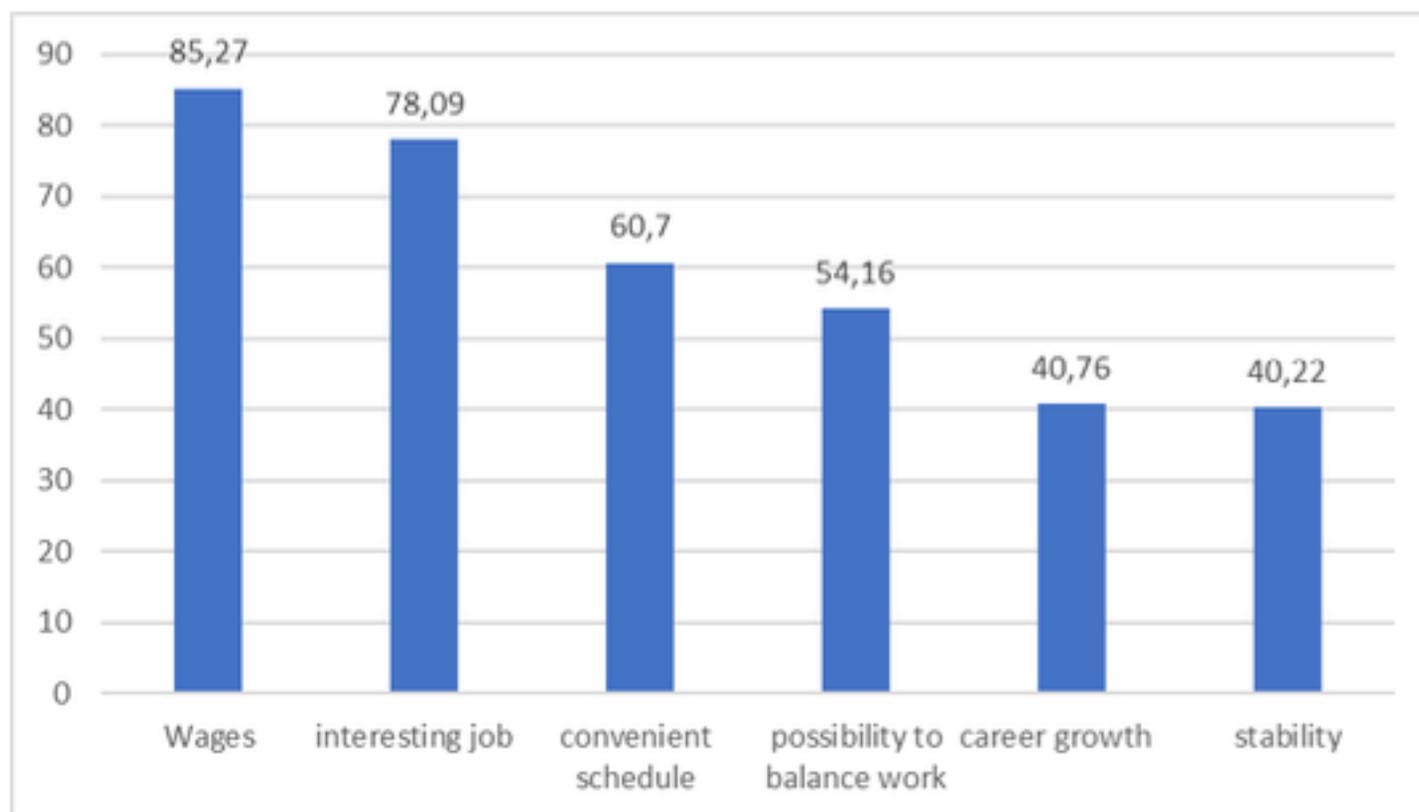
Job satisfaction is the degree to which employees like their jobs (Efendiyev, Balabanova, Yarygina, 2012). Job satisfaction is a fixed semantic setting, stable in the individual's temporal perception, with respect to one organization (Weiss, 2002). F. Herzberg's two-factor theory makes it possible to differentiate the concept of "job satisfaction" (Vecherin, 2011) into two groups of factors that result in developing a state of pleasure: hygienic and motivating (Herzberg, Mosner, Sniderman, 2007). Hygienic factors: wages, comfortable workplace, relationships with colleagues and management, rules, etc. - provide normal or "healthy" working conditions. They reduce dissatisfaction, but do not affect satisfaction increase. Motivating factors are achievement, recognition, content and meaningfulness of work, responsibility, growing opportunities, etc. Thus, hygienic conditions are external to work, and motivating are internal. Relying on the theory of F. Herzberg, J. Hackman and R. Oldham identified five characteristics of work (diversity, completeness, significance, autonomy and feedback), which result in developing a sense of meaningful work, awareness of responsibility for the result and understanding of their work results- three psychological conditions (critical psychological states) affecting employee satisfaction and motivation (Hackman, Oldham, 1976). Results of various empirical studies demonstrate that these are such states, rather than work characteristics that most actively correlate with satisfaction (Fried, Ferris, 1987; Renn, Vandenberg, 1995). In this regard, the technique developed by J. Hackman and R. Oldham (Job Diagnostic Survey) assesses work characteristics and psychological states, as well as factors external to work, such as payment, relationships with colleagues and management. It is worth mentioning that most of the psycho-diagnostic methods assess both internal and external factors of job satisfaction of the organization's employees (Ivanova, Rasskazova, Osin, 2012). Thus, both of these components were analyzed in this study in the interrelation of internal and external characteristics.

In the course of this study, the following results have been obtained: the significance of material well-being for iGen generation representatives, which occupies a rather high, but not decisive, place in the hierarchy of work values of generation Z. was demonstrated. It was possible to foresee that characteristics of material well-being would be the key factor

while different survey techniques were applied. The overwhelming majority of respondents when answering the question about most important aspects of work mentioned "good salary" (85.27%), then in terms of importance were such categories as "interesting work" (78.09%), "convenient work schedule "(60.7%)," the possibility to balance work with other activities (other jobs, training, etc.) (54.16%), "the importance of career growth" (40.76%), "reliability and stability "(40.22%).

Fig. 1

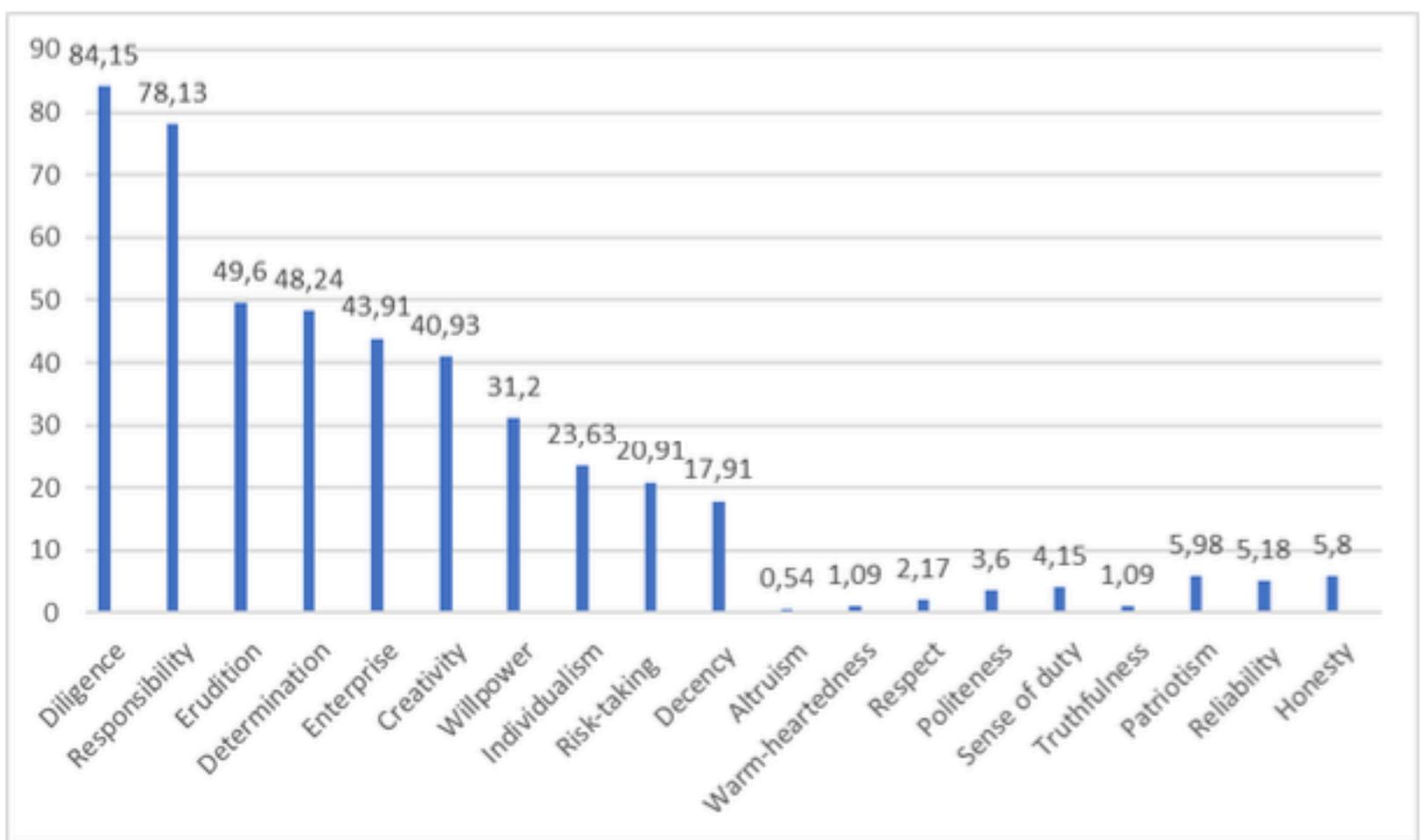
Hierarchy of generation iGen work values (Ryabinina, 2018)



It is worth pointing out that though the category of work was low assessed, such quality as diligence occupies a significant position in the value system of the young generation (84.15%). When answering the question "What qualities are necessary for a modern young person in order to achieve success and well-being in life?" respondents' answer was "responsibility" (78.13%); "Erudition" (49.46%). Among the significant qualities were determination (48.24%), enterprise (43.91%), creativity, creative inclinations (40.93%), willpower (31.2%), individualism (23.63%), risk-taking (20.91%), and decency (17.91%). Such qualities as altruism (0.54%), warm-heartedness (1.09%), respect (2.17%), politeness (3.6%), sense of duty (4.15%), truthfulness (1.09 %), patriotism (5.98%), reliability (5.18%), honesty (5.8%), were pointed out as the ones that do not contribute a lot to achieving success and well-being in life.

Fig. 2

Hierarchy of iGen generation qualities contributing to success (Ryabinina, 2018)



iGen generation representatives are aware that the result of material well-being depends on the efforts made, therefore, they are not afraid of work and are ready to work hard, as evidenced by the following data: respondents identified "long vacation" (7.26%) and "not too intense nature of work" (6.66%) among the least significant values in work. Prestige (13.77%) is an important factor for choosing a job. Representatives of Generation Z are focused on building a career in the public sector (29.77%), rather than in the commercial sector (16.27%). The majority of respondents would like to be self-employed (48.59%), and 18.48% of respondents mentioned that a job must be well-paid.

Therefore, measurements of work values carried out by the authors demonstrate their hierarchy in the general value perspectives of generation Z. Comparing indicators of previous work values measurements of generations X and Y (I.A. Petrovskaya, V.Yu. Kashirina, 2018), it is possible to see some changes. The material well-being of the last two generations occupies the leading position in comparison with generation X. The position of "Stability" and "Social Guarantees" has changed, which indicates the fact that these generations' representatives are not attached to work place, team, and conditions, taking responsibility for themselves and for their future. The significance of "Interesting Work" and "Work Conditions" has increased in the structure of the hierarchy iGen generation work values. "Erudition" is not of great importance, despite the fact that the quality of "Erudition" is among the top three. This indicates difference between the concepts of "erudition" and "education."

Table 1
Comparison of various generations labour values

Generation X	Generation Y	Generation Z
Stability	Wages	Wages
Wages	Stability	Interesting job/satisfaction
Social guarantees	Career growth	Convenient schedule/work conditions
Education	Education	Possibility to balance work

Interesting job/satisfaction	Interesting job/satisfaction	Career growth
Career growth	Convenient schedule/work conditions	Education
Convenient schedule/work conditions	Possibility to balance work	Stability
Possibility to balance work	Social guarantees	Social guarantees

It is important to note that work values of generations are analyzed at different age stages. This fact should be taken into account as change of values and, consequently, semantic attitudes and personal behaviour patterns is unconditional in the process of person's socialization and professionalization.

4. Conclusions

The results of the study make it possible to conclude that material wealth predominates in values of work activity for current generation iGen, i.e. generation Z representatives define work as a means of achieving material well-being. Comfortable conditions (convenient work schedule and the possibility to balance work), as well as "interesting character" of work, are predominant indicators in the hierarchy of work values for generation Z.

It can be assumed that forced adaptability of iGen generation leads to implementing work mobility tactics and willingness to work a lot to ensure material well-being. The fact that proposed job does not match received education is irrelevant.

Such behaviour pattern in the labour market does not ensure that long-term plans are implemented and success in a particular professional sphere is achieved.

It is also worth noting that previous characteristics (lack of motivation, lack of hard work) which were singled out before were not confirmed in this study results.

Professional development efficiency of generation Z representatives is determined by work activity level; their desire for diverse work; high level of response in conditions of uncertainty; emerging new forms of employment (remote work, possibility of balancing work, flexible working hours). This characterizes expectable behaviour pattern.

Speaking of satisfaction with certain work aspects, it is first of all necessary to note that representatives of all generations are least satisfied with their salaries, and most satisfied with knowledge of their actual work results. Thus, with respect to generation X, the results are consistent with a number of authors' opinion that representatives of this generation primarily seek meaning in their work (Gurova, Evdokimova, 2016). Generation Y consider working conditions (Gurova, Evdokimova, 2016) and friendly relations in a team (Chilipyonok, 2013) the most important value.

Summarizing the results, it is possible to predict some behaviour patterns of generation iGen employees. As noted above, there are three behavior patterns: strategic, tactical, and operational. Since the study identified two basic value benchmarks: "interesting work" and "working conditions", the development of this component may become top priority for companies wishing to attract and retain representatives of iGen generation. Correlating behavior patterns and values, it is necessary to note that the tactical behaviour pattern will satisfy the need for interesting work, which takes into account iGen generation's abilities, what this generation focuses on, which projects it participates in and various activities it is involved in.

The value of "working conditions" will simulate the situation of choosing a flexible schedule, the possibility of remote work and balancing with other activities.

Wages, although being the main value in the hierarchy, will not prevail over interest and conditions, because they tend to increase. The qualities chosen by the respondents

(diligence, responsibility and erudition) confirm the fact that iGen employees will work effectively, taking into account their values.

The characteristics of generation Z representatives, previously singled out, are vividly correlated with respondents' choices. Therefore, motivation reflects diligence, the characteristic "do it yourself" is manifested in responsibility. In this regard, the need to correlate work value guidelines and personal qualities (D. Stillman, 2018) seems to be relevant. Note that the value of "working conditions" includes «Freedom of time", "Freedom of action."

In the structure of personality, values form ideals, goals, cognitive attitudes, guidelines, motives in personality structure. All these components encourage activity and, as a result, individual actions and operations. Considering this, when applying for a job, HR managers will easily select appropriate vacancies for new generation specialists.

Based on the study of leading work values of iGen generation representatives and their personal qualities, work goals and motives for work activities of young professionals were defined in this research. The value of "interesting work" will form the following work goals: "recognition" and "diversity of work activity types", in turn, the motives of the individual, in this case, will be search for new opportunities, conditions, solutions; desire to obtain new information; desire to participate in project activities and training programs. Such qualities as personalization (individualism), diligence, creativity, erudition and enterprise will contribute to achieving these goals. The purpose of "recognition" determines desire of generation Z representatives to be authentic, different from others, to have their own individual set of abilities, knowledge, and skills.

The value of "working conditions" will form the basis of goals: "freedom", "well-paid job", "and comfort". In this regard, the motives for choosing work will include flexible working hours (freedom of time), possibility of balancing with other activities (freedom of action), and remote work (online). New generation representatives have such qualities as multitasking, responsibility, enterprise and diligence to implement these employment goals.

Value perspective is an element of personality structure, operating on a conscious level, determining the general line of human life. Therefore, companies need to redefine human resource management systems from general to specific. This refers to selecting individual tasks and responsibilities for the employee, for maximum productivity and for the company profit.

When applying individual approach to employees, it is necessary to take into account their age, socio-economic, mental and value features. This is due to the fact that combination of various factors and their impact on the individual will have a significant effect on forming work attitudes.

The goal of this study was not taking into account these conditions. However, putting all these conditions into practice seems to be significant. The specific character of this research was the data collection method and sample size.

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