

From Gen X to Gen Z: Features and main characteristics in the workplace

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X սերնդից մինչև Z սերունդ.

Առանձնահատկությունները և հիմնական բնութագրերը աշխատավայրում Մինոնյան Արամայիս Հ.

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Ամփոփում. Աշխատակիցների տարբեր սերունդներ ունեն աշխատանքային տարբեր բնութագրեր և, ըստ այդմ մենեջմենթի հարացույցները տարբերվում են սերնդեսերունդ, և այսօր դրանք օրեցօր փոփոխվում են աշխատաշուկայում գործող ամենաերիտասարդ Z սերնդի արժեքների ու վարքագծի փոփոխության պատճառով: Տարբեր սերունդներին հասկանալը և գնահատելը կարևոր է ցանկացած բիզնեսի արդյունավետ մենեջմենթի տեսանկյունից՝ սպառողների համար ճիշտ և թիրախավորված ապրանքներ թողարկելուց ու համապատասխան ծառայություններ մատուցելուց մինչև անձնակազմի տարատեսակ պահանջմունքները հասկանալը ու բավարարելը, և ի վերջո գրագետ կառավարումը: Այս աշխատանքը նպատակ ունի լուսաբանել սերունդների տեսության էությունը, տարբեր սերունդներին բնորոշ գծերը և նրանց առանձնահատկությունները աշխատավայրերում: Հոդվածում առավել մանրամասն նկարագրվում են X, Y և Z սերունդները, որոնք ժամանակակից գլոբալ աշխատաշուկայում կարևոր դերակատարում ունեն:

Հանգուցաբաներ՝ X սերունդ, Y սերունդ, Z սերունդ, աշխատավայր, աշխատելաճ

От поколения X к поколению Z:

Особенности и основные характеристики на рабочем месте

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Аннотация: Каждое поколение привносит свои изменения в метод работы и специфику разработки различных проектов. На сегодняшний день уже поколение Z стало пополнять рынок труда. Для эффективности и продуктивности развития любого бизнеса и запуска новых проектов всегда необходимо учитывать возможности и потребности сотрудников в зависимости от их принадлежности к тому или иному поколению. В данной статье затрагиваются именно такие вопросы анализа системы ценностей поколений X, Y и Z, и описания их влияния на современный мировой рынок.

Ключевые слова: поколение X, поколение Y, поколение Z, рабочее место, рабочий стиль

The central elements in organizations are employees, who can determine the success or failure of any process. When managing teams, managers or leaders must clearly consider the psychological factors of the staff, at the level of each employee separately, because these factors differ in different generations. In order to carry out successful projects today, it is necessary to consider the demographic development of people and the value changes associated with it. Also, better understanding of the generations contributes to the formation of effective systems of communication and cooperation in the team. Generational theory explains that the era in which a person was born affects the development of their view of the world. Generational theory raises the idea that people belonging to the same

generation have certain commonalities, and generational conflicts often arise between different generations, because people belonging to different generations behave differently in the same situations [1]. A generation usually lasts about 20 years, from the birth of the average person to adulthood and childbearing.

The modern labor market includes 3 different generations (representatives of the silent generation and the Baby Boomer (those born in 1920-1945 and 1946-1964) can happen very rarely), which are radically different from each other in their working style, views, with productivity, approaches, etc. Accordingly, it is not possible to connect them and make them all meet the requirements of the time.

Baby boomers emerged after the end of World War II when birth rates across the world spiked. The explosion of new infants became known as the baby boom. As the Baby Boomers have retired or will soon retire, Gen Xers are considered leaders in the job market.

Today the oldest Gen X is 58, the youngest is 43. The oldest Millennial is 42 and the youngest is 27. As for the youngest working generation, the oldest Gen Z is 26 years old today (Figure 1).

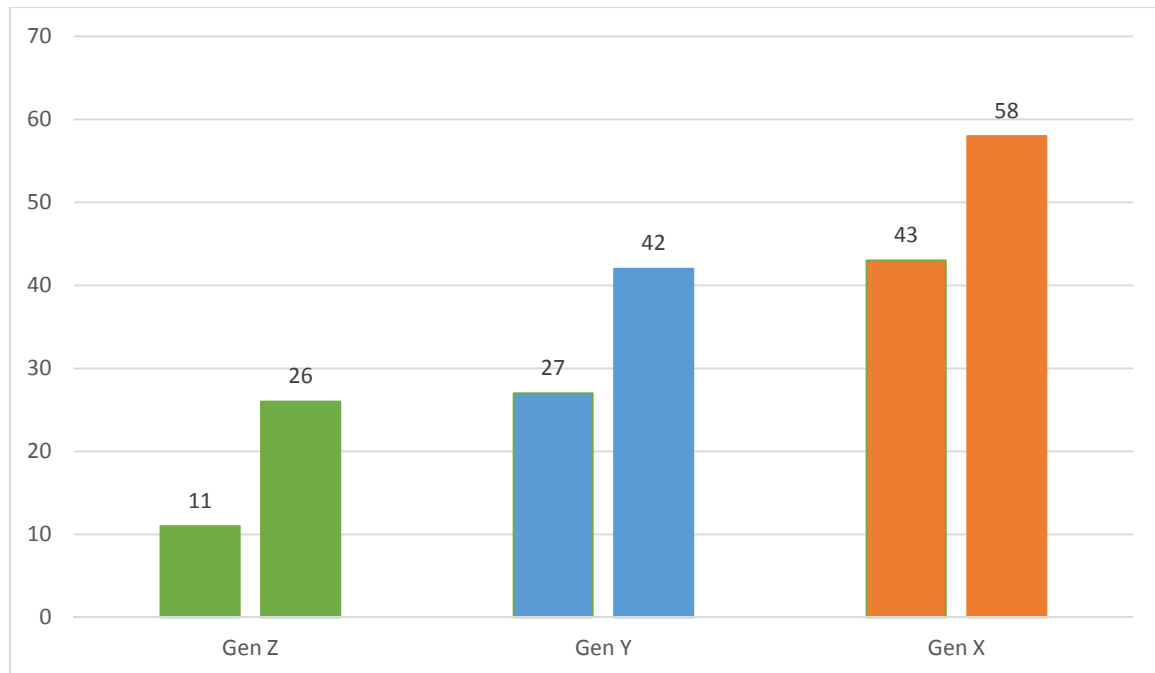


Figure 1. Current ages of generations X, Y and Z

Generational cutoff points aren't an exact science. Now let's look at representatives from Gen X to Gen Z and their characteristic features.

Gen Xers are the representatives of the generation that were born approximately between 1965 and 1981. Members of this group are approaching the middle of their working careers and potential peak-earning years. Representatives of this generation are independent and well educated. They value independence, and they usually solve the problems they face alone. Accordingly, they do not accept micro-management by the leaders. In many countries, they are comfortable with technology, but in the case of RA, we can attribute this feature to Gen Y, and especially to Gen Z. They prefer to create a clear separation between their work and personal lives.

Gen Xers aspire to leadership roles in the workplace. Typically, managers with Gen X employees use their full potential in leadership roles and find ways to develop their soft skills. Since they value education, modern managers should also find ways in their professional development by offering them various trainings, short-term courses [2].

Gen Xers value work-life balance. Because they had a lot of economic hardships in their youth, they are often less dedicated to the workplace. Of course, this is not common, however, they do value work-life balance and don't like to take their work

home with them. Unlike baby boomers, who mostly came of age during times of increasing affluence and widespread government subsidies for housing and education, many of Generation X came of age during difficult economic times in the 1990s. Generation X may feel that —unlike their baby boomer parents— they worked hard for their success. This has created a generation who are known for being resilient and able to overcome hardship and work hard to get where they want to be. This tendency towards hard work and tenacity is extremely valuable in the workplace [3].

Generation X prefers open and honest communication at work and demands this from their colleagues as well. Healthy and constructive feedback is important in the workplace. They expect the right feedback from their managers, which will contribute to their professional development in the organization. Gen Xers are strong team players who form strong connections and interpersonal relationships at work.

Gen Xers usually have 20-30 years of work experience and can share it with their younger generation colleagues. Because Gen Xers, like Millennials, tend to be flexible and adaptable to change, today's managers prefer to hire employees from this generation when faced with radical change.

Let's talk about the Y generation, or so called, the Millennials. The latter were born approximately between 1981 and 1996. Representatives of this generation prefer to do such jobs that will use their creativity and talent. Millennials were born and raised with the Internet and have followed the technological growth of artificial intelligence, which has helped them create a wealth of technological knowledge. Essentially, millennials are at the center of their professional development and value feedback that will help them stay on track and move forward regularly.

Millennials want their voices to be heard. Workplace satisfaction matters more to Millennials than monetary compensation and work-life balance is often considered essential. Millennials are skeptical of advertising, and word of mouth marketing works best for them, both when using

products and services, and when choosing a job or profession. As such, Millennials are exerting their influence on the world around them, as all previous generations have done [4].

In many studies it is mentioned that millennials have been described as lazy, narcissistic and prone to jump from job to job. One of the Time articles, titled "The Me Me Me Generation," begins. "They're narcissistic. They're lazy. They're coddled. They're even a bit delusional" [5].

By some estimates, Millennials will be 75% of the workforce by 2030, so it's worth taking the time to understand them better [6].

The table below shows the typical characteristics of the two generations that will help modern managers adapt their work styles and many work processes to their needs.

Table 1. Comparative characteristics of X and Y generations [7]

	Gen X	Gen Y
Period	circa 1965 - 1980	circa 1981 - 1996
Core Values	Balance Diversity Entrepreneurial Highly educated High job expectations Independent Lack of organizational loyalty Pragmatism	Achievement Diversity Highly tolerant Self-confident Most educated generation
Attributes	Adaptable Confident Competent Loyal to manager Pragmatic Focus on results Ignore leadership Work to live Work-life balance Willing to take on responsibility	Ambitious Confident Focus on change using technology Loyal to peers Global way of thinking Open to new ideas
Work ethic	Balance Work smarter and with greater output, not work longer hours Structure and direction	Ambitious Multitasking Entrepreneurial Tenacity
Focus	Task and results	Network
Technology	Assimilated	Integral
What they are looking for in a job	Dynamic young leaders Flexibility in scheduling Input evaluated on merit, not age or seniority	Strong leaders Want to be challenged Want to work with positive people Social network Want to learn new knowledge and skills Less hierarchical organizations Flexible schedules Expect to be paid well Want to make a difference

Work assets	Adapt well to change Consumer mentality Direct communications Feedback Good task managers	Consumer mentality Collaboration Goal oriented Positive attitude
Keys to working with	Independence in the workplace Fun at work	Team-oriented workplace Expect to be treated respectfully Provide engaging experiences that develop transferable skills Provide variety Interactive work environment
Feedback	Prefer regular feedback on their work but as less dependent on being told that they are good people.	Like to be given feedback often and they will ask for it often.

In the main scientific literature, it is stated that the representatives of the Gen Z generation are the people who were born between 1997 and 2012. Today, more than 2 billion or 26 % of the world's population belong to this generation, which plays an important role in the global labor market [8]. Too often, organizational leaders adapt many work processes to the needs and preferences of Gen Zers themselves. The Economist has described Generation Z as a more educated, well-behaved, stressed and depressed generation in comparison to previous generations [9].

According to Voice of America, 58% of Gen Zers have chronic stress syndromes, and according to this indicator, they are considered the most stressed people, employees [10]. In the context of employees' behavioral manifestations, it is very important to pay attention to the stress factor. Today

the main reason for the increasing level of stress is that the nature of our work is changing much more dramatically and quickly than our skills and abilities. And if the term "work" used to exist in the industrial society, today mechanical work has turned into "intellectual or knowledge-based work".

Gen Zers are looking for leaders who have a highly empathetic and supportive attitude toward their subordinates. As a values-driven generation, Gen Zers want transparency and justice in the workplace, a healthy environment built on morale and human relationships.

When working with Gen Zers, managers must be ready to adapt to the pace of evolution, and very often old ways of working can be replaced by new ones. The figure 2 shows some of the characteristics they possess and what they are looking for in today's workplace.

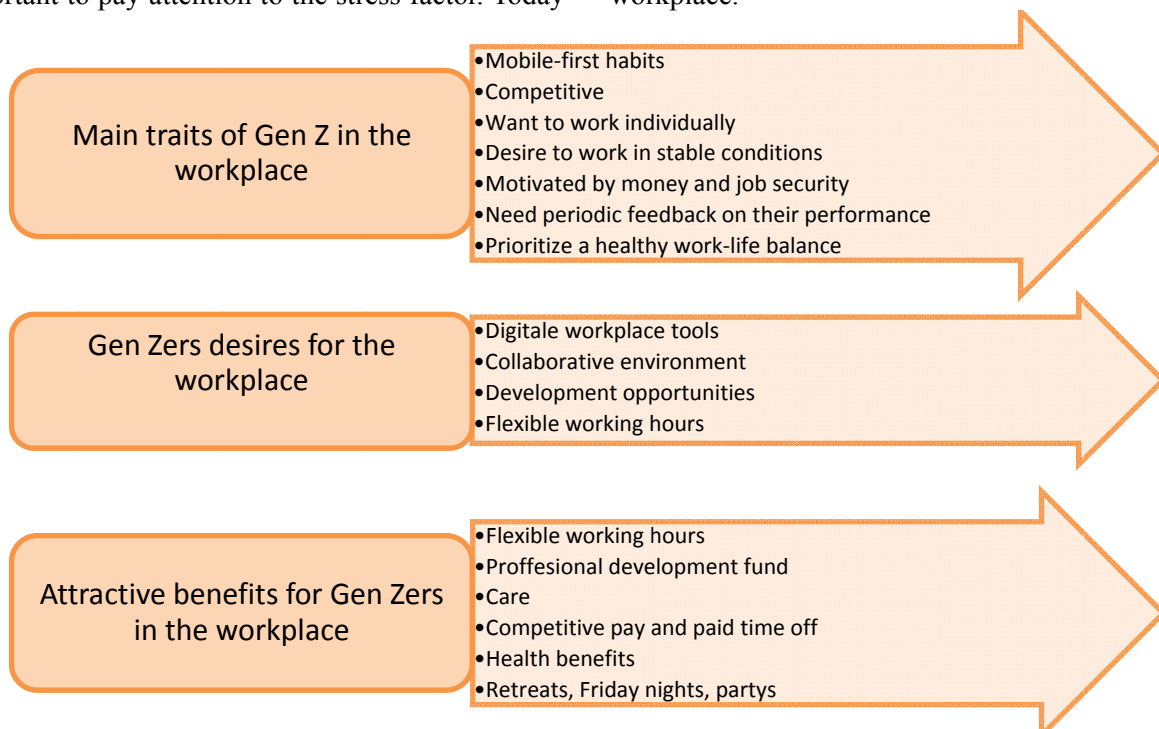


Figure 2. Gen Z in the workplace [11]

Thus, Gen Zers look for stable opportunities. While at work, they may prefer some flexibility in the way they accomplish tasks and the opportunity to add input on process improvements. They may also prefer flexible work hours and will seek out environments that prioritize social responsibility and diversity. When developing management policies for this generation, companies should focus on attracting the right talent, investing in their learning and development, and creating mentoring, coaching opportunities with senior staff [12].

Thus, different generations have different preferences and expectations when it comes to personnel management. Let's summarize and highlight a few ways to effectively manage personnel across generations X, Y, and Z:

Generation X (born 1965-1980):

- Offer stability and growth opportunities
- Provide clear expectations and performance feedback
- Foster a work-life balance
- Offer opportunities for professional development and training

Generation Y/Millennials (born 1981-1996):

- Offer flexibility and work-life balance
- Provide opportunities for growth and advancement
- Foster collaboration and teamwork
- Use technology and social media in management and communication

Generation Z (born 1997-2012):

- Offer a supportive and inclusive work environment
- Provide hands-on and practical experiences
- Foster a sense of purpose and impact
- Use technology to streamline communication and management

Predicting the future demands of the labor market eventually is difficult in a rapidly changing world. Today few employees expect to work in the same job for their entire life [13]. And some scientists claim that AI not only stands poised to

hack humans and outperform them in what were hitherto uniquely human skills [14, p. 22]. It's important to keep in mind that each individual may have unique preferences and expectations. The key to effective personnel management is to understand the individual needs and preferences of each team member and to provide an environment that supports their growth and success.

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