



The Effects of the Generational Changes in Human Resources on Organizational Management

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Abstract

One of the most controversial issues in organizational management, is the way managers interact with human resource and employees. The passage of time and changes in lifestyles and the development of new technologies and communication in the twenty-first century, has resulted in changes in today's generation compared to previous generations. Management of this new generation necessitates that its new characteristics be taken into account; since the current management practices are set according to the features of previous generation. Given that the new generation under discussion, are now at the age production and entry into the labor market, the study of such changes becomes significant. This interdisciplinary study (Sociology - Management) after addressing the key concepts in this field, sets out to examine generational changes through a descriptive-analytical approach and finally proposes new solutions in the field of organizational management with a view to the characteristics of the new generation.

Keywords: Organizational Management, Generation, Generation Gap.

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1. Introduction

The way managers interact with human resources of the organization is a very important issue and has a significant impact on the growth and development of the organization [1]. To regulate their mode of management, Managers should take into consideration variety of factors such as personality traits and characteristics of human resources [2, 3]. When we call a group of people young, such as people aged 15 to 30 years old, we may become more focused on the similarities among the members of this group and it is likely that we may neglect the differences among the youth with respect to the passage of time as well as differences in generations. The passage of time and the generational changes, have produced a new generation of staff entering into the organizations. A generation which belongs to the era of Economic Depression of the first decade of the 21st century

and the era of economic uncertainty. A generation whose access to the Internet, Information, Ideas, and audio visual data are totally unprecedented. Membership and daily participation in social networks, form an indispensable part of their live. This generation is mainly characterized by being secluded, low level of interpersonal skills, and from a broader perspective lack of critical thinking. In the past «Douglas Meg Gregory » being heavily inspired by the works of "Hawthorne" and the Theory of Maslow, in his famous book «the human aspect of organization» promoted this theory that managers should pay more attention to the social needs and self-actualization of individuals in the work environment. "Mac Gregory » In a two-dimensional theory about human being, has classified managers' views about humans to two groups. For the purpose of avoidance of any kind of preconception by readers, he specified these two

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groups as «X» and «Y». In the Group «X» there are individuals who shun responsibility and preference to be governed by others; on the other hand, he conceives of another group which he named as «Y». He believes that working is like playing a game for the members of this group. They usually take responsibility with eagerness. The main motivation for the members of this group is internal satisfaction and control of events can be given to them. In fact, the method of self-control is more effective than being controlled by others. Now the style of management of the group «Y» should be characterized by factors such as putting emphasis on avoidance of dependence and centralization of units, use of internal occupational motivators, seeking for attainment of long-term results, staff-centered-ness, along with supportive role of the management. However, due to the emergence of a new generation of employee's characteristics of which was mentioned above, the style of management of this group -which was classified into a group named as «Z» by Bruse Tulgan in an interview with the "SHRM" journal- should be studied. After all, what are the appropriate strategies for attracting and maintenance of this group? How should we manage the members of a generation which are all born in the postmodern, multicultural and globalized era?

2. Concepts Generation

There is no consensus between sociologists in defining the term generation. Some believe that a generation consists of a group of people who were born at a specific time period and have common experiences, interests and views [4].

According to Karl Mannheim, a generation unit has three characteristics:

- 1) Existence of a common place in the social and historical process. This common space determines the potential scope of attainment of experience according to the available conditions.
- 2) They would have common destiny and interests within their own economic and social class.
- 3- They have a shared identity based on their shared experience.

David White posits that a generation is constructed through the following events or happenings:

- 1) An unforgettable accordance such as a civil war, natural disaster or any other important social or political events.
- 2) Political or cultural factors which indicate an unforgettable accordance.
- 3) Sudden change in population structure which prepares the ground for redistribution of resources in the society.

4) The formation of a new generation gap which prepares the ground for success or failure of a generation. Structural Class change which is accompanied by a new class gap, which takes place by transition of a society form a thriving period to a recession period.

5) Provision of a temporary opportunity, accompanied by some degree of sense of happiness for a particular group, can also lead to the formation of a generation.

2.1. Generation gap

In sociology, the concept of "gaps" refers to that set of fundamental distinctions and differences which arise in socio-political oppositions, the main realization of which is the gap between traditional and modern living styles. This term also refers to the existence of differences in knowledge, attitudes and behaviors of two generations, despite the large-scale contingencies of social, cultural and historical structures [5]. The generation gap in an indication of polar and extreme distinctions between generations which can be manifested in the form of generational conflicts [6].

The generation gap is actually a form of social gap and social gaps indicate the standards and boundaries which separate social groups or set them against each other [7]. In other words, social gaps indicate the dividing lines which represent the struggle for social norms and standards, as well as social and cultural functions of different groups which are active or effective in the context of society. One in a while these groups confront each other in different forms and for various reasons [8]. Industrialization and modernization, social and cultural developments, changes in norms and values, socialization, family, education, public media and communication, reference groups, individualism, economic and social bases, are some of the factors contributing to a generation gap [9].

2.2. Globalization

Globalization is a process through which the world's population is incrementally turning into a single society. This new term was widely used in the 1980s. The term globalization, brings together in a single framework of discussion, subjects related to the post-industrial society, development and underdevelopment. The term has found popularity among various fields such as economics, geography, marketing and sociology, and this reveals the fact that this term is more than a transient trend [10].

New electronic devices are able to dispatch audio visual as well as written documents across the world in less than a few seconds. One of the effects of this new technology is that people around the world will form a common taste in food, music, clothing and other things [11].

2.3. Background

After reviewing previous research, within the resources available, we found that while the subject of generation gap has been addressed in previous

works with several different approaches and for many times, none of them have addressed the effect of the generational change on organizational management. Therefore, this study can be considered new and original in this respect.

Table 1. Previous studies on the concepts of generation

Row	Title of the article	Written by	Year
1	Recognition of the Concepts of Generation and Generation Gap	Chitsaz Qomi	2007
2	Sociological Explanation of Generation Gap and Its Causes	Niazi, Karkonan nasirabadi	2007
3	Family, Generation Gap and the Media	Mousavi Mirkalaie	2012
4	Cultural Gap or Cultural Discontinuity	Mo`eedfar	2004
5	The Process of Generational Change	Azad Armaki	2007
6	Generations X, Y, Z, and Cultural Policy	Kowsari	2008
7	The Dividing Role of Generational Experiences	Kashi, Goudarzi	2005

3. Research Methodology

In this study an interdisciplinary approach consisting of sociology and management has been adopted. The researcher has thus made use of research methods in sociology and management. This study should be considered a descriptive one since three different generations of «X», «Y» and «Z» have been described in this study, and since it seeks to analyze the data based on some findings about various generations, it can be classified as a descriptive-analytical research. Finally by analyzing the data obtained in descriptions section, and with a view to the new generation, the researchers will suggest new solutions in the field of organizational management

3.1. Generations (X, Y, Z)

In this model, generations have been classified with a view to the population of the United States of America. Generation «X» and «Y» refer to the population born between 1964 and 1994 and it is likely that a significant difference has been observed between the American society and the rest of the world, while on the other hand, it seems that since group «Z» consists of the population born between 1990 and 2001 and that during this period, globalization had a major role in the unification of political, economic, and cultural systems of countries across the world, it can be said that the generation of «Z» (due to its deep attachment with the phenomenon of globalization), exists in every part of the globe with roughly similar characteristics; hence this group is not exclusively attributed to the population of the US, contrary to the «X» and «Y» groups.

3.2. Generation X

The term was first used by Jane Deverson in a study in 1964 about British youth. They were the discontent descendants of the generation of prosperity and welfare, and they lived in an economic situation worse than that of their fathers [4].

Material and economic incentives as well as provision of security had to be used for encouraging them. Grigur believes that most of the individuals within this group need to be controlled more precisely, since they lack the necessary motivation for work. Therefore, in managing this group, emphasis should be put on centralized decision-making and convergence; means of external control should be utilized as well. In this style, individuals expect short-term outcomes.

3.3. Generation Y

This generation represents more than 70 million consumers in the United States of America. They have the annual revenue equivalent to 211 billion dollars, and they spend approximately 172 billion dollars in a year; they are heavily exposed to the Marketing of Commercial Companies. Results of the survey conducted by two English companies suggests that this generation is generally more ambitious, conscious of the brand of goods, is more willing to change jobs compared to previous generations [4].

3.4. Generation Z

The generation has made use of modern communication technologies such as DVD, the web, SMS, iPods, and cell phones for a long period; hence we may call them «Digital natives».

Table 2. Generation X, Y, Z Characteristics

Row	Generation	Time of Birth	Other Names of the Generation	Characteristics and Experiences
1	Generation X	1982-1964	Depression generation, the thirteenth generation	having a pessimistic tone towards the previous generation, the generation following the Cold War and the collapse of the Soviet Union and the Ronald Reagan era, lived in a world dominated by the America, involved with drugs, divorce, economic pressure, AIDS, families torn apart.
2	Generation Y	1994-1982	The Millennials	The emergence of new technologies (Internet, email, web, mobile), seek to prove their status, strive for gaining access to permanent joy, spend time with peers, avoid adventure, elusive of social issues, in search of a comfortable life, have access to an education more expensive than that of the previous generation, have helicopter-like parents (who are watchful of their children everywhere), are watchful of brands, are willing to change their profession more frequently, has experienced family breakdowns, parents both work extremely hard, are willing to live with colleagues,
3	Generation Z	2001-1990	The Virtual Generation, The New Silent Generation, The Internet Generation	Is more conservative than the generation Y, is a professional consumers, has influence over the decisions of its parents, lives in a world of extensive gender equality, families often enjoy to sources of income, this generation is replete with structured and planned activities, has a strong social conscience and strong work ethics, has experienced various and sudden social and political changes

4. Conclusion

Due to the novelty of the subject and extensiveness of the scope of organizational management, generalization in this area would be contrary to the scientific spirit, but we can say that with respect to the characteristic features of the Z generation, we can suggest some managerial methods which can be more successful than the current methods which are based on the characteristics of the Y generation. According to research conducted a high percentage of this generation is willing to launch a business in person; therefore an organization whose employees are comprised of this generation, should try to feed their curiosity and aim at their entrepreneurial spirit. Generation Z generally prefer visual data to textual ones. For example, we may have noticed the growing use of pictorial social networks such as Instagram compared to the decline in the use of textual social networks such as

Facebook. Therefore in communicating with this generation, it is advised that messages be as short and concise as possible. Moreover it is advised that state of the art technologies such as means of live streaming as well as virtual cooperation be used for establishing communication and conducting seminars. This generation has developed during the economic downturn of the past decade, various sudden political and social events, and the day to day changing of social values and norms. Therefore, we expect that they show less resistance to change and they are more prepared to quickly adapt themselves to the environmental change; therefore in case of organizational changes they are more prepared to adapt themselves to the new situation. Management of organizations has always been subject to change over time. In the 21st century, with respect to the new features of the present generation together with the technological changes, it seems better to subject the present manner of control and managerial attitude to change.

Table 3. Change of Attitude towards Organization Management over Time.

Row	Generation	Type of Control	Attitude towards Management
1	generations preceding generations X	Controlled by the owner of the capital	The owner of the capital is at the same time the manager such that ownership and management are not separated.
		Hierarchical control	The hierarchical structure will gradually form through the complication of industry in the management system.
		Technical control	In the activities the division of labor begins.
2	Generation X	Bureaucratic control	Professional management approach is proposed.
3	Generation Y	Control of the organizational culture	In the employee-manager relations, peer employees defend each other.
4	Generation Z	Industrial democracy	Removal of hierarchy and emergence of the self-control groups

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