ATTITUDE OF GENERATION Z TO BUSINESS LIFE AND PERSPECTIVES ON THE INTERNSHIP PROGRAMS IN CORPORATE FIRMS

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PLAGIARISM

I hereby declare that all information in this study has been obtained and presented in line with academic and ethical rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

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Abstract:

Today's global business expectations are changing by keeping up with the rapidly changing world. In this respect, different business areas take shape and the competencies expected from the recruited people also diversify. Therefore, it is more important for organizations to find individuals with high potential to recruit and keep them within the company. Generation Z has now been added next to the X and Y generations, which cover the largest part of the business world. Although it is not clear how this generation will affect the business world, many researches have been made on this subject and are still being interpreted in this context. The purpose of this research is to understand the perspective of Generation Z towards the business world and their expectations from the organization which they will work with. The universe of the research embraces the university students between the ages of 18 and 21. An online questionnaire was applied to gather information from the participants and the results were analyzed with the Pearson Chi-Square Test program. Within the scope of the study, the findings were also examined according to age and gender factors, and it is thought that certain factors may differ according to gender. However, it is possible to say that there are no definite differences between the Z group participants whose peers are very close to each other.

Keywords: Generation Z, Culture, Internship program, Perspective, Employee expectations, Motivation factors, Human Resources Management

Özet:

Günümüzde küresel iş dünyasının beklentileri, hızla değişen dünyaya ayak uydurarak değişmektedir. Bu yönden, farklı iş alanları oluşmakta ve işe alınan kişilerden beklenen yetkinlikler de çeşitlenmektedir. Bu nedenle, organizasyonlar için işe alacakları potansiyeli yüksek bireyleri bulmak ve onları şirket içerisinde tutmak her geçen gün daha fazla önem arz etmektedir. İş dünyasındaki en büyük bölümü kapsayan X ve Y jenerasyonunun yanına şimdi de Z kuşağı dahil olmuştur. Bu kuşağın iş dünyasını nasıl etkileyeceğine dair net bir bilgi olmasa da bu konuda birçok araştırma yapılmış ve bu bağlamda bu konu hala yorumlanmaya çalışılmaktadır. Bu araştırmanın amacı, Z kuşağının iş dünyasına karşı bakış açısını ve çalışacakları kurumdan nasıl beklentileri olduğunu anlamaktır. Araştırmanın evrenini 18 ile 21 yaş arası üniversite öğrencileri kapsamaktadır. Katılımcılardan bilgi toplamak için online anket uygulanmış ve sonuçlar Pearson Chi-Square Test programıyla analiz edilmiştir. Çalışma kapsamında Z kuşağının demografik bilgileri, karakteristik özellikleri ve çalışmak isteyecekleri kurumdan beklentilerine dair bilgiler elde edilmiştir. Elde edilen bulgular, aynı zamanda yaş ve cinsiyet unsurlarına göre incelenmiştir ve belirli faktörlerin cinsiyete göre farklılık gösterebileceği düşünülmektedir. Ancak yaşıtları birbirine oldukça yakın olan Z grubu katılımcıların arasında kesin farkların olmadığını söylemek mümkündür.

Anahtar Kelimeler: Z kuşağı, Kültür, Staj programı, Bakış açısı, Çalışan beklentileri, Motivasyon faktörleri, İnsan kaynakları yönetimi

Acknowledgement:

Despite the fact that every person has sole and unique features, the effort to put everyone in a mold is often seen as a convenience for us humans. So much so that there is a certain system in the business world and it is not possible to evolve this system according to the characteristics of each individual. A corporate culture should be established by assuming common values and behavior patterns. Understanding the individual and responding to their needs is a very important criterion for human resources management. For this reason, I wanted to understand the perspective of the generation Z towards the business world, which I think is the most influential generation of today and the future as a master's thesis subject. I think this study will be useful for me in terms of establishing human relations in the human resources management department I will work in the future or in any area of a company. Another aim of this study is that it is a guide for companies who are curious about the Z generation and want to establish an order according to their needs. I would like to thank, Dilek Sağlık Özçam, who supported me by sharing her valuable knowledge, and my family who constantly supported me.

Elif Takmaz

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1. Introduction

Something obscure is seen as a source of fear and threat to people because fighting with the unknown is harder. The more we know about what will be encountered, the easier it will be to manage it. This is also the case in organizations. The attitudes and behaviors of employees in an organization are actually whole of a system of norms and all these attitudes and norms of behavior that emerge in an organization procreate a common culture. Before talking about company structure, it is important to understand the culture. Although culture is seen as a very general definition, it is possible to make it more subjective by defining it on the basis of institutions. It gives us important information about the culture of organizations, their goals, strategies and business ethics. As human resources employees, it is essential to understand this culture and to make changes in this culture when deemed necessary.

Today, everything is changing rapidly at any moment. The society in which we are born and the existing culture affect our potential behavior. At the same time, people impose on culture, and in some cases change occurs as a necessity. People born in the 70s, born in the 80s, or born in the 90s witness similar events during their lifetime. Therefore, each generation differs in itself. However, the previous generation leaves a legacy to the next generation. Culture is not a rapidly altering phenomenon. This includes long processes. Past wars, revolutions, inventions or diseases have helped to define generations over the years. We can compare long-term change to climate change. Naomi Stanford (2012) tried to explain long and short-term organizational changes with NASA's definition of weather and climate.

"Weather includes short-term changes measured over a period of minutes or months and is used to describe air temperature, humidity, precipitation, cloud or wind. These situations can vary from season to season" (Stanford, 2012). This situation is similar to the tension that occurs before important meetings in organizations or the formation of a cheerful atmosphere after a successful business deal. "Climate is the change in weather averages over a long period of time" (Stanford, 2012). The extent to which short-term and long-term changes in organizations affect company success is also an important issue. For example, a company's executive change will affect the culture of the organization. In a study, the positive and negative effects of a change of

manager on the company in a short and long time were examined (Hughes & Hughes, 2010). Often, boss or CEOs blame the manager for the cause of poor company status and underperforming employees. Therefore, he can dismiss the current person and replace him with a new one (Hughes & Hughes, 2010). A success is expected from this new person in a short time, but even if a short-term project is successful, it is instant, like the weather. This success cannot be sustained in the long term because it may be due to a shortage of organizational culture and it takes some time to change this situation, such as climate change. We can describe the definition of climate as all the building blocks that form the skeleton of an organization. These building blocks are formed by elements such as company mission, vision, strategy, employee diversity, and it appears as a longer-term order.

As diversity in the workplace increases, innovative ideas increase, but conflicts also arise. Within the scope of this research, the expectancies of Generation Z from organizations will be mentioned because this generation is defined as the youngest generation entering the business life today. Organizations need to make some changes in their structures and bring innovations to understand them and to take advantage of them in the most efficient way possible. Thereby, in order to distinguish the difference of a generation from others, it is necessary to recognize and define other generations whose existence is recognized and has important effects in business life. First a short description of all generations will be made and some generational theories will be mentioned along with it in the continuation of this research.

The famous futurist, Alvin Toffler, has a theory under three wave headings. According to Toffler, humanity has undergone three major waves of change so far. Each of these has destroyed previous cultures and civilizations and replaced them with new life forms that would not have come into their minds before (Kaplan & Çarıkçı, 2018). While the first wave covers the agricultural society and a very long period of 10 thousand years ago, the second wave represents the industrial society 300 years ago and the third wave represents the information society that started with the digital age (Kaplan & Çarıkçı, 2018). At this point, the opinion that the new culture that will come will completely destroy the previous one is open to discussion. So much so that this progress could not have been like this without a solid ground

underneath. Although the changes in the first and second waves do not disappear, they are made more developed by keeping up with the new change.

Besides that, if we look at the waves of generations starting from baby boomers (Baby Boomers), maybe it could be more revealing. In one study, generation waves were examined through baby boomers. “This generation, born after the Second World War, dominated the culture of the next 50 years with a high population explosion. An extreme consumption frenzy began with them. They not only consumed, but also transformed consumer trends” (Dychtwald). At this point, it can be said that it is possible to talk about a generation that significantly affected the global universe just before the transition to the digital age. "Baby booms not only just buy products, but also they transformed many industries and became what they are today" (Dychwald). Today, in addition to this consumption craze, young people prefer both to produce and to consume. The intention of producing should not be thought of only as a substance. New ideas are put forward every day on the online platform and thus different projects emerge.

Toffler continues his definition as follows: "The velocity in the first wave is not seen as important, the second wave is important, but the third wave is defined as too fast, even beyond impetus" (Kaplan & Çarıkçı). In terms of speed, if we compare with the past, everything is spreading and changing much faster today. A natural disaster or a great technological development in people's life requires change in a short time and adaptation to this situation. The passage of these waves occurs through major fractures. “However, since the third wave is beyond speed, the fractures within itself are very fast” (Kaplan & Çarıkçı).

The baby boomer generation consists of people born between 1946 and 1964 years. Generations born during the population boom years just after the Second World War refer to this generation. Their loyalty is high, contentious, and they can work in one place for a long time. (Adıgüzel, Batur & Ekşili, 2014). This generation has been an important generation that has politically influenced the course of the world. According to the ERC's 2011 report, this generation constitutes a hard-working, idealistic and consistent audience. At the same time, feelings of authoritarianism and

selfishness come to the fore. This generation thinks that working long hours is better than other generations" (Çelik & Gürcüoğlu, 2016).

Generation X is classified as the generation born between 1965 and 1979 (Alwin, 2002). Generation X individuals are at peace with technology and knowledge, entrepreneurial, goal-oriented and independent (Adıgüzel, Batur, & Ekşili, 2014). "This generation is very sensitive to social events and respects authority. Since they are raised by baby boomers, they have the potential to solve problems on their own and display independent attitudes" (Çelik & Gürcüoğlu, 2016). Generation X has faced the dynamics of a rapidly changing world. They are productive, socialist and idealistic individuals. Personality traits are generally loyal, ambitious, but positive. They can work in a job for many years. These people have high job motivation and job satisfaction. They are respectful to authority and they want to take leadership roles from time to time (Adıgüzel, Batur, & Ekşili, 2014). Considering the characteristics of this generation, the concepts of being loyal and ambitious can explain being more satisfactory in their business life and their work commitment being higher than the next generations.

Generation X also cares about the balance between family and work life. They have undergone radical changes in their social life. For example, they witnessed technological developments, but it can be said that they do not like change. They prefer to do what they know in their safe space. Considering their commitment to business life, loyalty and long-term potential, it is common for technological developments to discomfort this generation, because with these technological developments, new professions started to emerge and the functions of many conventional professions began to change. This situation may turn into a fear that comes with anxiety in individuals, and in this context, we can say that this situation is a normal reaction.

Generation Y includes people born between 1980 and 1999. Now almost all of them have graduated from schools and are employees, managers and even employers. The most important characteristics of generation Y people is that they desire to work in a more free and comfortable environment instead of working long hours (Seymen, 2017). The Y generation, which we see that it is sharply separated from some of the

features of the X generation, which educates them, appears as a generation that thinks more individually and tries to adapt the concept of balance to their lives. Generation Y, who has been working steadily for many years and observing the X generation, which is considered to be loyal, obedient, may have wanted to take a different attitude than the X generation by evaluating the satisfaction achieved as a result of all these. Looking at the past generations, each generation shows that it directly or indirectly affects the previous generation with similar or different results.

"Believed to be born between 2000-2020, the first members of the generation Z will enter the working life in the next five years. Currently, this generation is graduating from universities" (Adıgüzel, Batur, & Ekşili, 2014). "This generation, also known as the Internet generation, was born in communication and transportation facilities with new technological possibilities. It is also referred to as Generation Crystal. Generation Z likes to take risks. They are not sensitive to violence. They are confident and optimistic. This generation is the most equipped generation in the world in terms of technology and education. These individuals, who have open communication skills, are hasty, creative and highly social individuals in the virtual sense" (Seymen, 2017). "Generation Y has lived in better economic conditions than Generation Z and has been less affected by the economic crises and terrorist incidents in our country and the world in recent years. Generation Y has experienced the development process of the digital world very closely and has followed the development of technology throughout its development" (Seymen, 2017).

"Generation Y is known for constant job change. In fact, one of the reasons for this is Generation Y's desire to improve themselves. They are more dissatisfied people in terms of job satisfaction compared to the X generation" (Seymen, 2017). "Generation Y exhibits a more individual attitude than other generations. This generation likes to have fun and does not like to work hard. In this respect, they are especially different from baby boomers. Freedom and the existence of technology that facilitates them are very important for them" (Çelik & Gürcüoğlu, 2016) "The important thing for them is not to do the same job and to be the best where they work. Another important thing for them is to develop and achieve something. While the previous Generation Y creates your customers and employees today, Generation Z,

born entirely in digital, is your future customers and form your employees" (Seymen, 2017).

1.1 The Importance of the Research:

The birth of the generation Z has been in the digital world with smartphones, videos, internet and visual technology. There will be potential employees and managers of the future who adopt innovation rapidly and whose vision is constantly changing. Learning the expectations of the new generation in business life is an important phenomenon in terms of rapid production and development. Nowadays, with the effect of environmental factors, internet usage has gained more importance and it has been observed that it is difficult for people to adapt to this situation. However, the generation Z born on the internet does not have any difficulties thanks to its rapid adaptation.

In addition, we can say that technology has positively changed the horizons and business expectations of the Z generation. This generation will constantly look for different experiences and try to draw its own path in this direction. Values such as flexibility and well-being also affect the worldview of this generation. Generation Z would be better defined by their ability to think with a wide horizon, have a social identity that is far from limited thought patterns and open to multiculturalism.

Companies consider the generation Z, which is considered the representative of the future, as fully equipped in terms of education, development and technology. The Z generation, which is thought to have the ability to make quick decisions, is thought to be the secret of their success at this point as it will minimize the loss of time (Taş & et al., 2017). "Generation Z completes their tasks rapidly thanks to their ability to use technology at an advanced level. Thanks to the rapid change and transformation of the world, they have the ability to adapt to changes faster than other generations" (Çelik & Gürcüoğlu, 2016). So much so that being born in a fast technological era and witnessing rapid developments may have forced people to act in this direction and get used to this situation. One of the most important criteria that is always considered to be important in the business environment is communication. With good communication, many problems can be disentangled and successful decisions can be made thanks to healthy exchange of ideas. While it is quite easy for

the generation Z to communicate and express themselves in a social environment, they may experience the lack of this in face-to-face communication.

1.2 The Goal of the Research:

The aim of this study is to find out the criteria that will enable Generation Z to adapt to the business world faster and to provide a guide for employers to determine the regulations they need to make and the anticipates of Christal Generation from the business lives. In this study, it is aimed to prevent the known generation biases of the generation Z and to try to understand their expectations from the workplace and to create mutual satisfaction and the opportunity to achieve the highest efficiency.

2. Theoretical Framework

2.1 Culture and Organization Culture:

Every person is dedicated and has subjective characteristics. According to Tylor's definition of culture (Naibei, 2014), it can be said that common values, language, tradition and customs affect all individuals in a society and form attitudes and behavior patterns belonging to that society. Differences between generations are also directly proportional to this definition of culture. The influence of generations on the society in which they were born is reciprocal. It also brings about the change and development of the generation born to economic, political, social and technological changes and developments. Thus, each new generation takes to the field in a better equipped manner than the previous generation. "Generation Z, defined in an article that mentions its features in the literature in connection with the Internet, can also be defined as the generation of change" (Dolot, 2018).

The concept of organizational culture is not different from the definition of culture. Organizational culture is the set of common values that include the values, behavioral patterns, mission and vision perspectives within an institution. Thanks to this common culture, individuals in the working environment communicate more easily and this situation is effective in their socialization. In addition to abstract concepts, clothes, colors and other materials are also shaped according to the organizational culture. This culture is often spontaneous and managers are thought to have little influence (Linstead, 2001; p.10930).

According to another definition, organizational culture creates a structure that has characteristic features that appear spontaneously in every company. This culture formation is often uncontrollable and can occur unexpectedly. In addition, a certain organizational culture can be created by conscious managers. The cultural values created in a company are important because they significantly affect the morale and motivation levels of employees. A well-built organizational culture is an important element that distinguishes that institution from other companies. In this context, this culture formation has the potential to gain an advantage in the competitive business environment (Morcos, 2018).

2.2 Diversity in Organizations:

The environments in which generations grow up cause their value judgments and world views to differ. Each generation can therefore perceive and accept change differently (Beaman, 2012; Ludviga & Sennikova, 2016). For example, job security is important for baby booms (Tolbidze, 2008; Ludviga & Sennikova, 2016). They were affected by the crises experienced when they started working and therefore started to act more cautiously. These generations may not resist change, but it can be said that they are less enthusiastic than the new generations (Buahene, 2013; Ludviga & Sennikova, 2016). Generation X is concerned with the benefit that change will bring them. If the change will affect them negatively, they will show resistance (Buahene, 2013; Ludviga & Sennikova, 2016). However, in general, this generation is very keen on change. Generation Y was born and raised in a rapidly changing world (Bourne, 2009; Ludviga & Sennikova, 2016). Generation Z quickly adapts and supports the changes in institutions. Otherwise, Y generation does not like the rules in the workplace, wants to be more comfortable and gives importance to education. In general, this generation is open to change (Ludviga & Sennikova, 2016). As can be understood from each sentence above, each generation has its own basic characteristics. It is normal for conflicts to be possible when these different characteristics of generations are confronted in the business environment. However, this should not be seen as a problem and should be properly managed. Thus, people of all generations can work together in cooperation.

Diversification in organizations has often been a complex issue for employers and employees. This is because how to manage diversity is unknown. It is inevitable for companies to have people of all age groups with different feelings and thoughts, values and cultures. Therewithal, it is thought that every 10 or 20 years a new generation joins the business life by shaking the balance a little. In fact, under all problems lies the communication problem. “Conflicts arising from generational differences in the workplace are possible situations and should be considered normal. However, if the reasons are known, it can be managed properly. Conflicts arising due to mutual distrust, poor communication or misunderstanding result in low job satisfaction or turnover” (Sakdiyakorn & Wattanacharoensil, 2018). Hypothetically speaking, dominant cultures in an organizational culture (manager) may experience contrast with subcultures, and this can cause conflicts in the company. This situation

is seen in institutions that attach importance to and implement diversity and it is very difficult to manage this diversity. So much so that it is difficult to talk about a single corporate culture in international companies with different cultures. In this context, corporate culture can be divided into headings: top management - official institution - workplace organizational culture. When it comes to organizational culture, it can be said that it emerges in the workplace environment and this culture generally resists the upper corporate culture (Linstead & Grafton-Small, 1992; Linstead, 2001).

If generations try to listen to each other and think based on empathy, problems can be resolved before they grow. In a study, it is mentioned that the differences in the labor market create some difficulties. In this article different views and characteristics of Generation Z are brought together and analyzed. This generation, unlike others, has witnessed rapid technological developments and was born in the internet age (Dolot, 2018). This research was carried out in collaboration with Grupa Aterima, a Polish business organization. 1162 people participated in the study and 72 percent of these participants are women. The most prominent feature of this study, in which people born in 1990 and later participated, is that it is a population that actively influences and changes social values despite its young age. "In line with the results, 23 percent of the participants think of moving to a different country than the country they live in. The research has reached non-generalizable results and only confirmed some theories" (Dolot, 2018). “At the same time, according to the results of this research, Generation Z has a very active role in the business world despite its young age. This situation also affects their lifestyles and causes them to mature in a short time” (Dolot, 2018) This inference should not be taken as a criterion as it is highly generalized.

There is no one rule or one culture that can be taught to manage diversity in organizations. Every culture has its own special features and there is no one true culture. Just because successful companies have happy employees doesn't mean they act in the same cultural context. Every company can achieve this success by following different paths. Culture is also an organic element and in this context it must be constantly nurtured and developed. Company cultures change depending on environmental factors. However, this change should be done in a controlled manner by the senior management. In this context, diversity in companies can be organized more easily and conflicts are avoided (Morcos, 2018).

Diversity in organizations has often been a problem for employers and employees. This is because how to manage diversity is unknown. It is inevitable for companies to have people from all age groups, with different feelings and thoughts, values and cultures. And considering that every 10 or 20 years a new generation joins the business life by shaking the balance a little, the problem of communication lies at the heart of all the problems. If generations try to listen to each other and think based on empathy, problems can be resolved before they grow. One of the scopes of this research aims to obtain information about the characteristic features of Generation Z by targeting only the 18-21 age range. The increase in this and similar researches will enable managers to direct their employees in the right way, while maximizing work efficiency and workplace peace.

2.3 Communication in Organizations:

Another topic that is thought to be substantial in terms of emphasizing the value of this research is communication. The importance of communication in companies is very effective in almost every field. So much so that every company is affected by environmental, political and social changes. Change should be seen as an integral part of working life (Dawson & Andriopoulos, 2014; Ludviga & Sennikova, 2016). These changes affect and change the cultural structure of companies. This situation is sometimes seen as a problem for employees. The flow of change in the workplace should be communicated to employees in an appropriate way. Effective communication is what is needed for this because changes cannot be made without the support and will of employees (Seijts & Roberts, 2011; Ludviga & Sennikova, 2016). In this context, it should be emphasized how important the human factor is in terms of change. If good communication networks are established with employees, it will be easier for senior management to understand and manage them. It is important to know that this situation differs between generations (Dawson & Andriopoulos, 2014; Ludviga & Sennikova, 2016). Ignoring this fact leads to failure (Ludviga & Sennikova, 2016).

Managing employees starts from knowing them. Each generation's reaction to change is different. In this context, both the organization and the employee level should be analyzed well. The characteristic features of the individual in adapting to the organizational culture should be considered (Ludviga & Sennikova, 2016). According to the association theory developed by the social psychologist Fritz Heider, the main reasons behind the behavior of individuals should be investigated and interpreted. This attitude supports the idea that people tend to make inferences from behaviors (Gilbert & Malone, 1995, p. 21; Kağıtçıbaşı, 2010, p.248; Arıker & Toksoy, 2017). Since people know that their own behaviors arise due to various effects, they look for a reason under the behavior of others (Ay & Kahraman, 2014, p.115; Arıker & Toksoy, 2017). In this context, people develop attitudes (Kelley, 1973, p.127; Arıker & Toksoy, 2017). For example, getting approval and feedback at the same time is an important issue for Generation Z (Dolot, 2018). This assumption can be considered correct. For example, this generation shares every product they buy and every activity they do on social media and expects their likes, approvals and comments. Therefore, feedback is one of the important factors that guide and sustain this generation.

In another study related to communication, which advocates that academics need to know the characteristics of Generation Z in order to better understand and communicate correctly, it provides general information to design effective policies, programs and activities (Grace, 2017). So much so that the role of trainers who train Generation Z cannot be denied as much as employers. An instructor who has a decently understanding of the characteristics of the generation Z can communicate with them more clearly and accurately. Thus, mutual satisfaction and information exchange can be achieved more easily. "Generation Z can be defined by things realistic and often practical and pragmatic. Also, they think on the basis of socialization, so they voluntarily participate in everything. They have a closer bond with family members. Their profile can be described as individualistic, entrepreneurial and creative" (University of Waterloo).

Communication is one of the important building blocks in an organization. Teamwork takes place through interdepartmental information flow, communication

with positive or negative effects. Information transfer and sharing with human resources should be observed in companies and the points of concern should be intervened. According to Davenport and Prusak (1998), sharing information is unnatural because people consider their personal information valuable and important. Therefore, it is natural not to rely on information from others" (Bencsik & Horvath-Csikos & Jubasz, 2016). This discourse is a matter of debate. This would pose a serious ego-personality problem if there were no inherent sense of sharing. Therefore, it would be better to leave this inference aside for now.

In addition, it is a great opportunity for corporate companies to share information as a managerial necessity, but also as an element of pressure (Bencsik & Horvath-Csikos & Jubasz, 2016). It is very important to build trust between individuals and institutions in sharing information, whose positive aspects are considered to be more dominant.

University students entering the business world in the studies conducted after 2016 aim to establish their own businesses instead of working in a company and take steps in this direction. It was concluded that adequate infrastructure should be taught to this group of entrepreneurs. Increasing the desire to be self-employed or have a profession may cause changes in the business world (Grace, 2017). For example, this generation can be introduced by presenting a demonstration-based video-based learning style. Another way to attract the attention of generation Z is to offer them attractive internship programs. Because students want to directly enter the business life after graduating from university. For this, appropriate internship programs can be created for university students. "A student prefers the internet to learn something" (Grace, 2017). This is a common judgment that applies to most people today, but it is necessary to keep other sources of communication and information open at all times. This research aims to help employers attract Generation Z by addressing such issues.

2.4 Attitude and Behavior Patterns in the Business World:

Generations' behavior and attitude patterns differ in this area as well as all other characteristics and generations tend to influence the next comer. For instance, in a study by comparing the effects of Generation Y in the business world with Generation Z, the conditions that the next generation will demand from employers

and similar and different points in the behavior and attitudes of this generation are mentioned. According to the author, the attitudes, forecast and behaviors of generation Y have an effect on the attitudes and behaviors of Generation Z" (Kirchmayer & Fratricova, 2017). According to the Institute for Emerging Issues (2012), Generation Z has the potential to use any form of communication, informal, individual or direct. According to a study, this generation is more sociable, adaptable, reliable than the generation Y and their motivational motives do not come from money (Schawbel, 2014; Singh & Dangmei, p.2). People show tendencies similar to the culture in which they were born, and drastic social change is not common. Social values gradually take shape according to the conditions of the time. These configurations also affect people's behavior and attitudes.

According to Kirchmayer and Fratricova (2017), it is mentioned what has changed in this process when Generation Y entered the business life 10 years ago. With the generation Y, a generation that cares about work-life balance, changes have been made in working hours, wage structure, organizational values and sub-branches that concern many other human resources departments. Since Generation Z is now seen in connection with technology, many companies have rapidly transitioned to the virtual environment. Following technological developments, conducting transactions and meetings online are the basic innovations implemented by many companies. This research is based on the perspectives of university students (Generation Z) on work-life balance, skills and competence development, their relations with the employer and job security. "According to the results, the generation Z wants to live their social relations outside of the work environment. At the same time, Generation Z thinks it is very important to be autonomous in what they do. This generation defines success as achieving something meaningful and producing useful things. However, they have some difficulty in problem solving and being team members" (Kirchmayer & Fratricova, 2017). While the generation Z is defined as characteristic; It is defined as impatient, spontaneous, less ambitious, dependent on technology, with short-term attention level, more individual cogitation and attention deficit (Generational White Paper, 2011; Singh & Dangmei). But besides this, Generation Z is more sensitive to environmental events than other generations. This generation tends to raise awareness about water scarcity and hunger problems around the world (Mihelich, 2013; Singh & Dangmei, p.3). Unlike Kirchmayer and Fratricova (2017), Joseph Coombs (2013)

argues that Generation Z has a good understanding of technology but lacks problem-solving skills (Singh & Daingmei, p.3).

Managers are aware of the difficulties arising from the coexistence of different generations but often do not know how to manage this situation (Deal & et al., 2010; De Hauw & et al., 2010; Valickas & Jakstaite, 2017). In this context, companies should both create a friendly communication network among employees and create a working environment connected to it. If this is achieved, organizational goals can be achieved more easily. According to Strauss and Howe (1991), who developed the generation theory to understand the generations, environmental factors affecting them, family factor and value judgments should be considered. For example, Generation Y has in many ways similar attitudes to Generation X that raised them, but still has the characteristics of a completely different generation. Generation Y is committed to career goals but has some trouble with corporate commitment. This generation says: "What can I learn?" or "How can I improve myself?" searches for questions. Therefore, every workplace is a temporary stop for them (Valickas & Jakstaite, 2017). Later, they want to move to another organization and do not want to encounter the problems they encounter again (Parry & Urwin, 2011; Valickas & Jakstaite, 2017). The best way to retain this generation is to assign them tasks that offer training and development opportunities (Tolbize, 2008; Parry & Urwin, 2011; Valickas & Jakstaite, 2017). The work they will work for this generation must mean something to them. For this reason, it would not be wrong to say that as an important rule of ensuring the loyalty of the generation Y, they should be given jobs that will attract their attention. Nevertheless, it is possible to say that working in the same institution for many years is difficult for this generation (Valickas & Jakstaite, 2017). All these features can be taken as a reference for the Z generation following the Y generation.

2.5 Definition of Generation Z in the Literature:

In this period of increasing global connectivity, differences between generations are considered an important criterion in determining behavior. The new generation has a primary impact in consuming and communicating with brands that influence and direct all other generations. According to a study examining the effect of Generation Z on consumption habits in Brazil: (The survey covers the generation Z

in the country's three major cities.) (The aim is to find out how much it affects the other large population, although it makes up a small portion of the population) (Francis & Hoefel, 2019). Thus, four basic Z generation behaviors have been determined.

This generation seeks truth and values individual expression. They believe in the conflict-solving effect of dialogue and act with an analytical mindset when solving problems. Generation Z is less confrontational and more likely to accept different points of view than the previous generation, Gen Y. This generation knows how to quickly access information. 70 percent of the respondents make their brand or product consumption from institutions they consider to be ethical" (Francis & Hoefel, 2019). For generation Z, the product is not just a commodity. The attitude of brands or institutions is also very important in the process until the product reaches the consumer, including the production processes. This information is an important information that can be given to many organizations that want to address Generation Z" (Francis & Hoefel, 2019). Knowing these characteristics of Generation Z in an organization will ensure the motivation and happiness of the employees as an employer and to satisfy the targeted customer base.

According to researches, the Z generation is more affected by environmental factors than other generations. For example, families of the generation Z put more pressure on them about their education, but according to Singh (2014), they cannot affect their education choices. The use of social media is thought to play an important role. Generation Z emerges as a master user on social media platforms such as Facebook and Instagram and exhibits an attitude that constantly produces and wants to create an impact. This generation also has the ability to manipulate the environment to generate new ideas. Generation Z socialize on social media, read news, watch videos and live online creating different identities (https://www.occstrategy.com).

According to the literature, the workplace preferences of the Z generation differ. Generation Z places emphasis on transparency, flexibility and personal space in the workplace. Otherwise, this generation, whose productivity will decrease

rapidly, may lose employee loyalty. At the same time, the generation Z wants their voices to be heard, that is, they want to be taken into account (Bascha, 2011). They will try to prove themselves in the workplace to gain appreciation from their managers and colleagues (Mihelic, 2013). It is important to be considered for this generation. Therefore, they prefer face-to-face communication (Schawbel, 2014; Singh & Daingmei, p.3). Although this generation is very active on the online platform, it would not be wrong to say that face-to-face communication is very important for them.

Generation Z will prefer to socialize with colleagues in a workplace environment and to benefit from flexible work programs (Bridges, 2015; Singh & Daingmei, p.4). They attach importance to honesty of managers (Half, 2015) and pay attention to the action they display in the social responsibility projects of the institution they will work with (Middlemiss, 2015; Singh & Daingmei, p.4).

2.6 Recruitment and Retention in Organizations:

The needs of the business world are changing and diversifying day by day. Against newborn needs, new recruitment and retention techniques have become more difficult and therefore more important (Blacksmith & Peoppelman, 2014; Sidorcuka & Chesnovicka, 2017, p. 807). Recruitment processes are more strategic and target-oriented today (Sunderberg, 2014; Sidorcuka & Chesnovicka, 2017, p.807). Companies recruit by paying attention to the fact that the employees they will recruit contribute to the success of the company because this directly affects the competitive advantage of the organization in the market (Osoian & Zaharie, 2014; Sidorcuka & Chesnovicka, 2017, p.807).

According to the data of a study, the expectations of Generation Z from recruitment programs were investigated. So much so that it is not unusual for organizations that want to host Generation Z for a long time to do so with past programs. Therefore, in this study, the personal opinions and thoughts of the participants stand out as more subjective. “An interpretative approach was adopted in the study, and it was aimed to understand the expectations of Generation Z from orientation programs and to bring the new generation together with a better system.

The orientation program of an institution is a very determining factor for the personnel to be recruited. In this program, the company's mission, vision, strategies and values should be conveyed to the person. Recruiting talent is an important step to the success of any company. Time, money and energy are spent at this stage" (Chillakuri, 2020). Therefore, this step should be organized by following the right steps and strategies. "Recruitment procedures are different in every company, and every company has different values, goals, rules and responsibilities. Correct recruitment procedures are important for both parties to avoid uncertainty. With this work, firms can make rectifications to their recruitment programs, provide a suitable environment for the next generation, and organize an effective post-recruitment orientation program" (Chillakuri, 2020).

Understanding Generation Z is essential to managing them properly. With the right management, companies can retain their employees longer. As a successful recruitment strategy, the characteristics of the organizations should match the satisfaction criteria of the candidates to be recruited. For example, companies that provide development opportunities, fringe benefits and job security, generally increase organizational attractiveness (Robertson & et al., 2015; Sidorcuka & Chesnovicka, 2017). This should be an important criterion for the future of companies. Regardless of the area, as long as the internal customer is comfortable and happy, the external customer will also be comfortable, satisfied and happy in this direction. It is the companies that will make the greatest benefit from this situation. "Generation Z attaches importance to career development and continuous learning. This occurs as a motivating criterion in the workplace. In this respect, they should not be expected to work in boring and static jobs" (Chillakuri, 2020). Based on this information, it is extremely important for employers to provide programs to equip themselves with a range of knowledge and skills

2.7 Employee Management in Organizations:

One of the key concepts of a successful company depends on employee management. The more accurate the employee management is, the closer the company gets to its goals. Companies that hire or are preparing to hire Generation Z

need to know: This generation wants to take responsibility. For this generation, feedback is a significant issue so, they want to improve their work. They attach importance to sincerity in the business environment. They want to go abroad and get to know the global business areas. It is too early to talk about the professional commitment of Generation Z to a company (Singh, 2014, p.62).

In a study of Bencsik et al. similar and different features of Y and Z generations are emphasized. "Understanding and telling these generations is essential for corporate success and competitive operation in the long run. According to the Researchers, there are differences that appear with sharp lines as well as similarities. This study explored the challenges these two generations faced in collaborating with each other and with the older generations that preceded them. The main question of this research is about human resource management. How should this generation be handled in terms of human resources?" (Bencsik & Horvath-Csikos & Jubasz, 2016).

"Today, as the retirement age progresses, individuals of different ages have started to work in the same environment and in this case at least three generations have had to work in the same environment. Age differences have been shown as the source of various conflicts in terms of thought, attitude, behavior, technical knowledge and system of values, and often employers and the human resources department have had difficulties in managing these conflicts" (Bencsik & Horvath-Csikos & Jubasz, 2016). However, many changes have been made to overcome these issues. Firms have developed a system that allows them to spend less time in the same environment / same office by adopting flexible working hours.

"It is assumed that information management systems in corporate firms manifest themselves in building trust and cooperation in culture. In this context, knowledge management is a culture and depends on knowledge to develop trust" (Bencsik & Horvath-Csikos & Jubasz, 2016). By agreeing with this argument, it is possible to say that the information management system and information sharing is something that can be improved and can significantly affect the success of institutions.

Human resources management is on its way to become a department that constantly develops itself in its field and embraces innovations under new headings.

Thus, it can be an interpreter for the needs of young generations. Therefore, the role of Human Resources is very important here.

2.8 Organizational Commitment:

In a study that emphasizes organizational commitment, Turkey's Izmir region is referred to the relationship between organizational commitment levels of public and private sector employees. The aim of this study is to understand how the generational differences show a picture in the public and private sectors. In this study conducted with 35 companies of different sizes and 357 executives, a questionnaire was applied to get information about how individuals perceive different generations (Aka, 2017). Each generation will have different attitudes and norms by being affected by the economic, social, cultural and political structure of the period in which they were born. People's mentalities and the facts they accept may be directly proportional to the time they were born. Why is this information important? Because in the transformative world where future generations are born, new socio-economic, political and cultural changes are gradually changing the social structure. These changes can sometimes lead to conflicts, dissatisfaction, and unhappiness in companies. For this reason, it will be important for the business world to learn how generations perceive each other and produce solutions accordingly.

In this doctoral dissertation, the definitions of generation have been made in detail and the concepts related to organizational commitment are mentioned. Results such as job stress, low performance indicator and quitting work that occur when the level of organizational commitment is low are mentioned. Looking at the research results; managers generally see the level of organizational commitment of the generations that come after them low. At the same time, Generations X and Y describe Generation Z as impatient and selfish. Apart from this, there were not many comments about the characteristic features of Generation Z" (Aka, 2017).

In the rapidly globalizing world, which continues the pace of development and change without slowing down, companies had to employ people from different generations. "In this article, information is given about the issues of getting to know the generations, long-term employment and obtaining the highest efficiency with high

motivation secrets. As an employer, it is very important to know each generation to manage employees correctly. For example, Generation X lives to work, while Generation Y's priority is living and then working. Generation X is strict, but Generation Y is more tolerant of diversity. While Generation X works long hours to achieve results, Generation Y prefers short-term and flexible working hours" (Berkup, 2014). Knowing this information is important information for the employee to stay in the company and to remain loyal to the company for a long time.

In the work of Taş and et al that conducted a literature study on the Z generation and other generations, it mentions the characteristics of the Z generation. In addition, it sets out a set of policies on how organizations and businesses should meet Generation Z. "Since Generation Z lacks a sense of belonging, companies may have difficulty retaining them. Firms had to keep the Z generation, who are not lost in detail and observed to make the right decisions quickly. Therefore, managers in institutions should offer Generation Z spaces where they can express themselves and act individually" (Taş & Demirdöğmez & Küçükoğlu, 2017).

This generation, born in the age of the Internet, can access information in a short time by using technological resources quickly, and can save work thanks to its quick-thinking skills. However, as this generation grew up learning information over the internet rather than books, the ways to obtain accurate and reliable information should be shown to them by previous generations. Character differences between generations are inevitable of course, but the important thing is to turn these differences into an advantage with good communication.

On the other hand, in a study aiming to bring a critical perspective to generation investigations, the concept of generation is discussed with contemporary arguments in terms of both its historical dimensions and leadership qualities. This study also tries to refute various myths in which generational differences are explained, and leadership theories influenced by these common judgments are criticized by literature studies (Rudolph & Rauvola & Zacher, 2017).

At the same time, this study emphasizes that it is not possible to tell whether there are differences between generations with insufficient experimental studies.

There is a lack of empirical evidence in studies stating that new job attitudes, motivational values, and different behavior patterns emerge in each new generation. Unlike a dozen studies, this article, which offers the opportunity to look at events from a different perspective, has been included in the literature section of our study because it is interesting and has opportunity to measure the probability of accuracy.

This study, which says that there are very few articles addressing leadership and generation differences in a single study, emphasizes that it is wrong or unproven to say that the factors of motivation and employee engagement change from generation to generation. In this context, it is an important article as it encourages the increase of such studies.

Ensuring employee engagement is a critical step for companies to succeed. In this context, another research has been added to the literature review to understand the employee engagement of different generations in Iran.

Values are very important in organizational behavior. It helps us understand the values, demeanors and motivations in the workplace in an organization. These values thrill our perspective" (Robbins, 1998). Our values in life form our priorities. These are human values such as honesty, respect, affinity and equality. These examples can be reproduced. Values often affect attitudes and behavior. These are very decisive for job satisfaction. Value judgments and attitudes towards employees are very important. So much so that if organizations do not provide the necessary conditions for their employees, the desired efficiency can never be achieved. This is a mutual relationship.

In the investigation of Sarraf & et al., ANOVA tests were used to detect intergenerational differences. These tests reveal differences as well as similarities. In this study, the facts of vitality, devotion and assimilation are emphasized (Sarraf & Isfahani & Fathi, 2017). Employee engagement is an important issue for the company to achieve positive outcomes. "Determining job satisfaction and motivation is the only criterion that can be used to ensure commitment. As a result of the study, it was

revealed that the criteria for work commitment differ from generation to generation. While these differences are more intense between some generations, the differences between some are less" (Sarraf & Isfahani & Fathi, 2017). This study can be a guide for organizations that need to ensure employee engagement.

In another study, which was thought to provide useful information to the human resources department, emphasis was placed on different elements of employee engagement across generations. This study highlights the following: "Employee engagement is important for the success of companies, but it can be expressed as the presence of a "feel good" environment for the employee. If we try to explain these devotions over generations, such as Baby Boomers, they are satisfied when they are appreciated for their wisdom and with that sense of happiness, they dedicate themselves more to what they do. Generation Y values trust and relationships" (Doe & Muselaire). In this context, when measuring employee engagement, the value judgments of generations should also be taken into account. Behaviors and attitudes are evaluation statements that concern people and events. For example, when we say: "I love my job", we display a positive attitude about our work (Robbins, 1998). In this thesis research, it will be tried to reach some information about Generation Z by considering this and similar articles and the results will be compared with the information in the literature. Therefore, the variety of these studies is very important.

A multi-generational work environment is always a new challenge for human resources departments. In a study conducted in 2012, the working attitudes of the "late Y" generation, which will enter the new business life of the period, were examined and the resemblances and discrepancies between the other generations and the Millennium generation were tried to be revealed (Sajjadi & Sun & Castillo, 2012). As a result of the study, different characteristics of the Y generation from other generations have emerged. For example, this generation places more emphasis on time flexibility than other generations. According to reviews, managers consider this generation less loyal in terms of business loyalty. If this generation is not encouraged, they can easily quit as they are more likely to change jobs (Sajjadi & Sun & Castillo, 2012). In the context of this research, it is possible to say that it is a normal result that the generation Z shows different tendencies compared to the previous generations.

2.9 Sector Perspective and Career Perception of Generation Z:

According to a study, to understand the perspective of the young generation (generation Z) towards the service sector, the perception of the generation Z towards working in the service and accommodation sector was measured. It has been evaluated in terms of the usefulness of the "planned behavior theory" in its methodology. As a result of the research, it was observed that there are positive attitudes except for dealing with people, long working hours and insufficient health / safety problems. Since tourism and industry play a key role in the country's economies, it is believed that the studies conducted in this field will provide useful information to companies (Goh & Lee, 2018). While some strategies were given to companies to fill the gap in the service sector with Generation Z, it was stated that their families had a great effect on the choice of profession of Generation Z. At the same time, the motivating factors that encourage participation in the service sector are emphasized in this search. It has been stated that the most important problem in this sector is the low wage scale and the existence of shift systems that include long working hours" (Goh & Lee, 2018). It can be said that family and friends, which are the two factors that affect the Z generation the most, are driven by environmental factors. The information provided by this thesis will be discussed in the results section of this study.

A similar study to understand the Z generation, which aims to understand different expectations and characteristics, has been theoretically conducted by considering five generations. Some elements used in this context; management type, workplace conditions, management attitudes and working hours (Arar & Yüksel, 2015). It has been included in the literature of this research to reveal the variables that can be dealt with in the workplace in the thesis.

In one article, the disparities and similarities between generations are mentioned that citing a number of literature studies. While many articles conclude that Generation Z is different from other generations, some studies have focused on the issue that the X and Z generations have some common features. "According to the research results of Adecco (2015), Generation Z, which has an extremely confident and optimistic perspective for the professional life of the future, stands out with its creative and innovative features. Another distinctive feature is that they are always

connected through social media" (Iorgulescu, 2016). However, today people of all generations are involved in social connections in line with their needs, so this situation should not be claimed as a feature specific to the generation Z anymore.

"Generation Z tend to be less involved in society and prefer jobs where they can work more independently. In this context, it can be said that they are quite reluctant to be included in a group" (Iorgulescu, 2016). This assumption will be discussed in the research results. In addition to all this, a generally accepted judgment is as follows: "Generation Z can be easily integrated into an organization's culture. This happens thanks to improved mentoring programs" (Iorgulescu, 2016). This issue has been mentioned in many studies. Informing and guiding the generation Z correctly and meeting the desire to receive continuous feedback can have a positive effect. This is a characteristic that sets them apart from the Y generation and makes them an attractive workforce for companies.

As Generation Z enters business life, companies may face a series of problems. Therefore, it is important to analyze the character of Generation Z correctly. Aiming to learn the dream of the ideal working environment of the generation Z, this research was conducted among the university students, which includes the job perception of the generation Z. This is a study that sheds light on the priorities and career plans of Generation Z when choosing a job (Iorgulescu, 2016).

For peace-order and success in the workplace, it is very important to clear all doubts and to provide open communication to people from all walks of life. For this reason, a sample article primarily examined the behavior patterns of Generation Z. At the same time, values are given for the proportions of the new generation that started working inexperienced from 1979 to 2018 (Schroth, 2019). Today, equipped young people increase with education, while the rate of first entry to job is decreasing. In this article, various reasons for this are stated. Some of these items are welfare increases and some low-level start-up jobs are given to unemployed or older workers. Therefore, Generation Z without early work experience may have unrealistic job prospects after graduating from college. This situation emerges as a desire for high gain and low commitment in individuals" (Schroth, 2019). It must be admitted that this article makes an important point. This situation is increasing day by day and affects this generation with its negative effects. "It can be said that a realistic

perception of finding and employment should be created as a suggestion to Generation Z" (Scroth, 2019). Being realistic increases motivation and thus increases the rate of participation in the workplace. Thus, the person can be more satisfied.

Much research has been and continues to be done to understand generations. Understanding these is crucial to many individuals and organizations, from educators to employers. Especially when we consider that two thirds of people's lives are spent in the business environment, workforce management appears as a phenomenon that gains even more value. Without exception, the primary goal of every company is to be successful and profit. Teamwork is needed to achieve this. For this reason, it is very important that people who will work in the same environment move towards becoming an institution that embraces different perspectives and can manage the differences and misunderstandings between generations.

In one study, it is aimed to present a theoretical revision to broaden the horizons of different generations in the workplace against many variables. “The focus of the study is to understand the nature of different generations and to reveal a descriptive analytical structure by analyzing their characteristics. For this reason, various attitudes, personalities and job-related characteristics of generations in the working environment have been tried to be analyzed” (Thiruchanuru & Saileela, 2018).

This study which divides the characteristics of generations into four branches as work attitude-work values-leadership styles and psychological behaviors, the definition of the generation is given as follows: “A generation is a group of people who share common experiences. We can see this as common experiences and beliefs as a whole” (Thiruchanuru and Saileela, 2018). This is acceptable to some extent. Nowadays, people share every moment and every experience they have with social media. This research has been included in the literature section of this study because it is found useful in terms of giving some suggestions that it has put forward through studies to understand the nature of generations.

In another study, it is mentioned that the Generation Z will bring a great innovation on basis of efficiency in organizations around the world, unlike the

Millennium Generation. The main purpose of this research is to explain how the business values formed in different groups of Generation Z differ. It is also a valuable study in terms of revealing the expectations of Generation Z from their employers (Agarwal & Vaghela, 2018). This article, which was used to understand the needs and expectations of the generation Z, is one of the main purposes of our study.

It is possible to say that the effects resulting from generational differences constantly affect the business world. According to a study that focuses on the different career-related beliefs of four generations (quiet zone, baby boom, generation X and Y), their aim is to examine generations' career types, perceptions of success and the importance attached to organizational security. The samples are presented with a combination of five identified career characteristics (functional level, promotion rate, satisfaction, number of promotions, and salary). As a result of the research, it was concluded that although there was no significant difference, the career dreams of young generations were slightly different from the traditional ones. In addition, the most important criterion defining job satisfaction has emerged as having a successful career in the workplace. Among these four generations, those who attach the greatest importance to organizational security are the silent generation and the Y generation (Dries & Pepermans, 2008).

This study is an important discourse in terms of addressing critical success factors and determining the satisfaction factors of generations by presenting a different perspective. Career is not a concept that develops and changes independently from its environment. Just as people's behaviors, attitudes, values and judgments change, the content of career phenomenon also changes depending on social environment, cultural worth and political-economic developments. In the business world, especially in this era of rapid globalization, few things can be in a straight line. It is possible to say that institutions and people are constantly changing around a network without borders.

“After the 1980s, objective career definitions (office, position, status) started to be evaluated with insights and symbols that individuals consider important to them. Turns out to be the first thing people think of when it comes to career. The hierarchical order began to lose its importance. People began to see themselves as an

important step in a successful career planning, to develop themselves in a career sense by being included in individual training and to become students" (Dries & Pepermans & Roland, 2008). The importance of work-life balance has become one of the important steps in a desired career. So much so that the concept of satisfaction used in this study has emerged as an important criterion in evaluating career planning.

"People born in different periods define their career perceptions, career choices and a successful career differently. For example, jobs that provide prestige and position are preferred for baby booms, while Generation X prefers a job where they can balance career and family. Likewise, while Generation Y acts with the mission of freedom and creativity, Generation Z heads towards unlimited career choices" (Prawitasari, 2018). In this context, it is possible to say that individuals act with the value judgments of their own generations in their career choices.

It is the goal of almost any organization to attract the attention of a generation and retain them by considering their needs. One of the aims of our research is to identify the demands and needs of Generation Z organizations and to benefit both parties. A similar study was conducted for the Y generation in 2019. In this study, the most important workplace need of the Y generation was determined first. These are socializing with colleagues, advancing in a career and maintaining work-life balance. Later, analyzes were made on how the workplace environment should be physically (Kemperman & Meulenbroek, 2019). 302 Dutch office workers from three generations were surveyed and the necessary data were provided by the ANOVA analysis test. As a result, it has been revealed that the Y generation attaches importance to the need for coaching-development and attaches less importance to the balance of leisure and work than the previous generation. Additionally, millennials need escape zones in physical workplace characteristics to meet their socializing needs with their colleagues. Generation X has less of this need" (Kemperman & Meulenbroek, 2019). Thanks to this work, companies can provide the physical and social conditions necessary for the generations they will work with to be more active and productive.

In another study, it provides some data to determine the attitudes and preferences of Generation Z and to prepare a suitable workplace environment by

scanning the literature. “The crystal generation (generation Z) is now at the center of the business world. This generation is a new generation born from the merger of the technology age of generations X and Y, and it raises some concerns in the business world” (Gaidhani & Arora & Bhuvanesh, 2019). It is aimed to benefit from this study, which presents the characteristics of Generation Z that may occur in the workplace as a whole.

As a joint Chinese and American project to understand the impact of generation, gender, and cultural differences on career and job attitude, one of the important variables in a study of faculty staff and students is culture. “Culture is an important factor in explaining the differences between generations. Generation differences in America are greater than in China. In addition, traditional gender role differences have emerged more in Chinese examples” (Yi & Ribbens & Cheng & Fu, 2014).

“Considering the difficulties multinational companies face due to the diversity of their workplaces, it is seen that conflict-related problems significantly affect company success and employee engagement” (Yi & Ribbens & Cheng & Fu, 2014). Managing diversity in multinational companies is difficult, but not impossible. It is important to have female and male employees, old and young employees from different cultures together in an institution and to manage this asset correctly. At this stage, human resources departments have a job. It is logically impossible to provide an environment that suits the personal preferences and needs of every individual. However, it is easier to be an institution that embraces different values and cultures and can provide wages and benefits without discrimination. In this context, companies should have a mission and vision that encompasses all these values and makes sense to people. Under this common culture, spaces and opportunities should be offered to all individuals to express themselves.

According to the findings of this research: “While Americans always demand more of their managers, the Chinese say they have more control over their career goals. According to the results of the study, generational differences occur less

frequently in China, which is assumed to be more dependent on traditional culture" (Yi & Ribbens & Cheng & Fu, 2014). The sharpness of the differences between continents is an important issue that multinational companies should think about and investigate while creating a common corporate culture.

"10 years ago, there was a generation that caused anxiety in the business world like Generation Z. These were millennials. Now, motivation issues for the new generation also arise when they do not receive responsibility and feedback. This generation wants to be told how work is done in the workplace. They are trained in modern conditions and want to have opportunities and different experiences in the workplace" (Gibson & Greenwood & Murphy & Riddle, 2009).

These and similar definitions for generations are included in almost every article. Thanks to this information, many companies have been strategically renewed and developed today. New regulations have been made by human resources, especially in multinational companies, taking into account the characteristics of generations. In this way, it becomes a little easier to manage cultural diversity.

3. Method

In this section, the study universe of the research, the methodological design of the research, the research hypotheses and the data obtained with the data collection tools are shared.

3.1 Research Aim:

This research was conducted among university students born between 2000-2002. Since reaching the sample and finding a specific sample area could not be provided due to limited opportunities, the questionnaire was conducted based on the random sampling technique. Targeted information was obtained from individuals who were reached using the random sampling method. In addition, some answers that mark every option without thinking and whose open-ended questions are long and very specific were not included in the study.

3.2 Sample:

A quantitative method was used to collect information from the participants and a 33-question questionnaire was prepared with the Google Form program. The survey was intended to be applied to an average of 400 people, but it was difficult to find individuals due to pandemic constraints. For this reason, the questionnaire link was delivered to people from social platforms and the number of participants reached 725 in a short time. Due to the uncontrolled and unselected participant profile, there was an unbalanced population distribution of 89.4% (n=597) female and 10% (n=71) male participation in the study.

One of the challenging aspects of the study was that the technique of obtaining research data was limited in terms of prevailing conditions. It has been difficult to reach the desired target audience due to the pandemic. Demographic information was first asked to the participants. In the second part of the questionnaire, information about the internship place preferences and how the internship programs should be tried to be obtained. In addition, it has been tried to obtain information about how people's attitudes and behaviors in the work environment change in positive or negative situations. Some characteristic properties of Generation Z such as impatience and rapid adaptability were emphasized and the prejudice that being born in the internet age bring along impatience and lack of attention has been re-examined.

3.3 Research Hypothesis:

According to the theoretical framework section following hypotheses are formulated as follows: will be tested:

Hypothesis question 1: Does the impatience of Generation Z differs according to gender?

Hypothesis question 2: According to age, the state of emotional bonding with the institutions where Generation Z will work (internship) varies.

Hypothesis 3: Does the state of emotional bonding with the institutions where Generation Z will work (internship) varies by age?

Hypothesis 4: According to gender, the state of emotional bonding with the institution where Generation Z will work (internship) varies.

Hypothesis 5: According to gender, the state of emotional bonding with the institution where Generation Z will work (internship) varies.

Hypothesis 6: According to age, does generation Z benefits from flexible working hours varies?

Hypothesis 7: According to age, does generation Z benefits from flexible working hours varies?

Hypothesis 8: According to gender, does the situation that Generation Z benefits from flexible working hours differs?

Hypothesis 9: Does the generation Z benefits from flexible working hours varies according to gender?

Hypothesis 10: According to age, the ability of Generation Z to quickly adapt to the institution they work in varies.

Hypothesis 11: According to gender, does the ability of Generation Z to quickly adapt to the institution they work in varies?

Hypothesis 12: Does the situation of changing the institution they work easily varies when Generation Z has problems with their superiors by age?

Hypothesis 13: According to age, when Generation Z has problems with their subordinates, does they easily change their institution?

Hypothesis 14: According to the monthly income of the household, does the situation of changing the institution where they work easily differs when the generation Z has problems with their superiors?

Hypothesis 15: According to the monthly income of the household, does the situation of changing the institution they work in easily varies when Generation Z has problems with their subordinates?

Hypothesis 16: Does the introversion stated for generation Z differs in varies by age?

Hypothesis 17: Does the introversion stated for generation Z differs varies by gender?

Hypothesis 18: According to age, does the social life of Generation Z differs significantly from business life in varies?

Hypothesis 19: According to gender, the social life of Generation Z differs significantly from business life.

3.4 Data Analysis:

SPSS 24.0 program was used for statistical analysis. While evaluating the study data, was used to analyze the descriptive statistical methods (Mean, Standard Deviation, Median, Frequency, Rate, Minimum, Maximum) as well as the relationship between scales. In the analysis of qualitative data Pearson Chi-Square test was used. The significance was evaluated at $p < 0.01$ and $p < 0.05$ levels.

4. Results:

4.1 Demographic Information:

Table 1. Distribution by Age

	Frequency	%
18	128	19.16
19	210	31.44
20	272	40.72
21	58	8.68

19.16% of the participants (n = 128) is 18, 31.44% (n = 210) is 19, 40.72% (n = 272) is 20, 8.68% (n = 58) is 21 years old.

Table 2. Distribution by Gender

	Frequency	%
Female	597	89.4
Male	71	10,6

89.4% (n = 597) of the participants are female and 10.6% (n = 71) of them are male.

Table 3. Distribution by Class

	Frequency	**%**
1	292	43.71
2	232	34.73
3	115	17.22
4	29	4.34

43.71% (n = 292) of the participants were 1st, 34.73% (n = 232) were 2nd, 17.22% (n = 115) were 3rd students, and 4.34% (n = 29) were 4th years students.

Table 4. Distribution by Household Monthly Income

	Frequency	**%**
2500-4500	320	47,9
4501-6500	187	28,0
6501-8500	69	10.33
8501-10500	56	8.38
10501- 12500	36	5,39

Household monthly income rate of 47.9% (n = 320) of the participants was 2500-2400 TL, 28.0% (n = 187) 4501-6500 TL, 10.33% (n = 69) 6501-8500 TL, 8.38% of (n = 56) between 8501-10500 TL and 5.39% between 10501-12500 TL

4.2 Expectations from the internship institution and workplace perception:

Table 5. Distribution by Sector Preferred for Internship

	Frequency	**%**
Public	290	43.41
Private	378	56.59

While the rate of participants who prefer to do internship in the public institution is 43.41% (n = 290), the rate of the participants who want to do internship in the private sector is 56.59% (n = 378).

Table 6. Distribution according to the Factors Affecting the Choice of Internship Place

	Frequency	**%**
Location	213	31.9
Friends/Family/ Academician advice	181	27.1
To be compatible with the school program	436	65.3
To be in line with their goals	552	82.6
Other:	6	.9

* Multiple options are marked.

The rate of participants who are affected by the location factor in their internship place preferences is 31.9% (n = 213), 27.1% (n = 181) who are affected by the circle of friends / family / academics, and 65.3% (n = 436) of those who choose

according to the program they study. The rate of those who made a choice in line with their goals was 82.6% (n = 552), and the rate of those who chose the other option was 9% (n = 6).

Table 7. Distribution by Internship Period Preferences

	Frequency	**%**
2	145	21,71
4	210	31,44
6	276	41,32
Other	37	5,54

The proportion of participants according to their internship period preferences was 21.71% (n = 145) for 2 months, 31.44% (n = 210) for 4 months, 41.32% (n = 276) for 6 months and 5.54% (n = 37) is the other.

Table 8. Distribution according to preferring flexible working hours and work-life balance

The rate of preferring to benefit from flexible working hours and considering that social life is more important than business life.

	Absolutely Disagree		**Disagree**		**Undecided**		**Agree**		**Absolutely Agree**	
	n	%	N	%	n	%	N	%	N	%

To the sentence “I prefer to benefit from flexible working hours”; (Flexible working hours are the opportunity to work in different times and places, unlike the traditional shift system.	26	3.89	61	9.13	197	29.49	146	21.86	238	35.63
"My social life is more important to me than business life."	48	7.19	160	23.95	307	45.96	108	16.17	45	6.74

*Most preferred answers according to the distribution of the related questions:

To the phrase "I prefer to benefit from flexible working hours"; 3.89% of the participants stated that they strongly disagree, 9.13% do not agree, 29.49% are undecided, 21.86% agree and 35.63% strongly agree. While 57.49% of the participants prefer to benefit from flexible working hours, 29.49% are undecided and 13.02% do not.

To the phrase "My social life is more important to me than business life;" 7.199% of the participants stated that they strongly disagree, 23.95% do not agree, 45.96% are undecided, 16.17% agree and 6.74% strongly agree.

Table 9. Distribution according to the values of the Institution

	Frequency	**%**
Can provide work-life balance	547	1.9
Offering jobs that support job description	402	8 6

		0.2	
Offering organizing training and development programs at least once a month	405	0.6	6
Providing continuous and instant feedback	299	4.8	4
Offering social activities	384	7.5	5
Giving challenging but enhancing tasks	288	3.1	4
Respecting and supporting diversity	458	8.6	6
Fair pricing	503	5.3	7
Other: (specify)	2		.3

*Multiple options are marked.

- The rate of the participants who think that there should be an institution value that ensures work-life balance is 81.9% (n = 547).
- The rate of the participants who think that the jobs that support the job description should be given is 60.2% (n = 402).
- The proportion of participants who agree that institutions should organize educational and developer programs at least once a month is 60.6% (n = 405).
- The proportion of participants agreeing that an institution should provide continuous and instant feedback is 44.8% (n = 299).
- The rate of participants who think that an institution should offer social activity in its values is 57.5% (n = 384).
- According to 43.1% of the participants (n = 288), an institution should give challenging but developing tasks.
- According to 68.6% of the participants (n = 458), an institution should respect and support diversity.

- The rate of the participants who think that an institution should pay its employees fairly is 75.3% (n = 503).
- The rate of participants who chose the other option was 3% (n = 2).

Table 10. Distribution of the expressions of the participants regarding the workplace

	Absolutely Disagree		**Disagree**		**Undecided**		**Agree**		**Absolutely Agree**	
	n	%	N	%	n	%	n	%	n	%
The phrase “I usually use online resources while working”;	4	.60	28	4.19	151	22.60	208	31.14	277	41.47
To the sentence that long and tiring working hours decrease my work efficiency;	13	1.95	44	6.59	99	14.82	159	23.80	353	52.84
To the sentence "I would like to be constantly appreciated by the managers / managers of the internship company";	18	2.69	64	9.58	245	36.68	206	30.84	135	20.21
To the sentence "It would please me to receive continuous and instant feedback";	47	7.04	40	5.99	112	16.77	215	32.19	254	38.02
To the sentence, formality is important for me in the institution where I do my internship	11	1.65	50	7.49	202	30.24	212	31.74	193	28.89

To the phrase “sincerity is important to me in the institution where I do my internship;	8	1.20	19	2.84	103	15.42	198	29.64	340	50.90
"I want to have socializing areas in my internship institution";	5	.75	18	2.69	75	11.23	169	25.30	401	60.03
To the sentence "I want to be a leader in teamwork;	14	2.10	67	10.03	172	25.75	175	26.20	240	35.93
Managers' trust in me increases my motivation ”;	4	.60	5	.75	19	2.84	91	13.62	549	82.19
"My teammates trust me increases my motivation" sentence;	4	.60	4	.60	22	3.29	86	12.87	552	82.63
To the sentence "I think internship programs will prepare me for business life";	6	.90	11	1.65	42	6.29	117	17.51	492	73.65
To the sentence "I think we will have a difference of opinion as the age difference between my manager and me increases";	132	19.76	153	22.90	181	27.10	110	16.47	92	13.77
To the sentence "I think I get along better with my peers";	85	12.72	132	19.76	228	34.13	144	21.56	79	11.83

To the sentence "I can easily change the institution I work in if I have problems with my superiors";	89	13.32	190	28.44	227	33.98	95	14.22	67	10.03
To the sentence "I can easily change the institution I work in if I have problems with my subordinates";	138	20.66	207	30.99	209	31.29	67	10.03	47	7.04
To the sentence "When I have disagreements at work, I try to resolve it through face-to-face communication";	3	.45	19	2.84	72	10.78	199	29.79	375	56.14

* The most preferred sentences about the participants' workplace attitudes and thoughts are given below.

- According to 82.19% of the participants (n = 549) who are marked “absolutely agree” option, the managers' trust in them increases their motivation in the institution where they do their internship. 13.62% (n = 91) participants marked "I agree" option for this argument. 2.84% of the participants (n = 19) marked the "undecided" option, while 0.75% (n = 5) marked "disagree" and 0.60% (n = 4) "strongly disagree". According to 95.81% (n = 640) of the participants, they think that the motivation will increase if the manager trusts themselves. 2.84% are undecided on this issue and 1.35% do not agree on this issue.

- The rate of the participants who marked “absolutely agree” option, think that their motivation has increased due to the trust of their teammates in the institution where they work is 82.63% (n = 552). The rate of those who answered "I agree" on this subject is 12.87% (86), 3.29% (n = 22) for "undecided", and 0.60% (n = 4) of those who marked "I do not agree" and "I strongly disagree". The rate of participants agreeing with the argument that the motivation will increase thanks to the trust of

their teammates is 95.5% (n = 638). These rates are followed by those who are undecided with 3.39% and those who disagree with 1.2%.

- The rate of participants who marked “absolutely agree” option, think that internship programs prepare them for full-time business life is 73.65% (n = 492). While the rate of those who agree on this issue is 17.51% (n = 117), the rate of those who are undecided is 6.29% (n = 42), 1.65% (11) of those who disagree and the rate of those who absolutely disagree is 0.60%. The rate of those who think that internship programs prepare them for business life is 91.16% (n = 609). These rates are followed by those who are undecided with 6.29% and those who disagree with 2.55%

- According to 60.03% (n=401) of the participants who marked “absolutely agree”, there should be areas for socialization in the institution where they do their internship. The rate of those who answered "I agree" is 25.3% (n = 169), 11.23% (n = 75) of those who are undecided, 2.69% (n = 18) of those who do not agree, and the rate of those who marked "absolutely disagree" is 0.75%. The total rate of the participants who want to have socialization areas in their institution is 85.33%. While the rate of undecided is 11.23 percent, the total rate of those who do not agree with this issue is 3.44%.

4.3 Characteristics of Generation Z:

Table 11. Distribution about the characteristics of Generation Z

Answers to the questions asked to understand the characteristics of generation Z.

	Yes		**No**		**Undecided**	
	N	%	N	%	N	%
Do you think internship programs will help you find easy jobs?	366	54.79	77	11.53	225	33.68
Do you think you are impatient?	398	59.58	163	24.40	107	16.02

Do you agree with the "introverted" expression for generation Z?	219	32.78	343	51.35	106	15.87
Can you establish an emotional connection with the institution where you will be doing your internship?	383	57.34	120	17.96	165	24.70
Can you easily leave an institution where you feel like you belong to a better business opportunity?	186	27.84	205	30.69	277	41.47
Do you think you can quickly adapt to the institution where you will be doing your internship?	397	59.43	113	16.92	158	23.65

*The explanations of the questions with high "yes" answers are given below.

- While 54.79% (n = 366) of the participants thought that internship programs would help them find a job more easily in the future, 33.68% (n = 225) stated that they were undecided about this issue. The remaining 11.53% (n = 77) answered "No".
- The rate of participants who think they are impatient is 59.58% (n = 398). The rate of those who did not agree with this issue was 24.40% (n = 163) and the undecided was 16.02% (n = 107).
- 57.34% (n = 383) of the participants who think they have an emotional connection with the program they are doing. The rate of those who are undecided about this issue is 24.70% (n = 165), while the rate of those who answer "no" is 17.96% (n = 120).
- 59.43% of the participants (n = 397) think that they can quickly adapt to the institution where they will do their internship. While the rate of those who did not agree with this issue was 16.92% (113), the rate of those who were undecided was 23.65% (n = 158).

4.4 Factors affecting the Generation Z in choosing the internship place:

Table 12. Distribution according to the factors affecting Internship place selection

	Frequency	**%**
Realistic disclosure of job expectations	530	79,3
Giving the correct job description	486	72,8
Providing travel opportunity	269	40,3
Encourage for training and development	592	88,6
Supporting face-to-face communication	427	63,9
Supporting online communication	238	35,6

* More than one option has been marked.

* The items with rates of 60% and above are given below.

- The rate of those who prefer to do internship in companies that can explain their job expectations in a realistic way is 79.3% (n = 530).
- 72.8% (n = 486) of the participants want to work in institutions where the correct job description is given.
- The rate of participants who think they are likely to choose companies that support training and development is 88.6% (n = 592).
- 63.9% (n = 427) of the participants think that it is important to support face-to-face communication while choosing their internship institution.

4.5 Hypotheses

Hypothesis question 1: Does the impatience of Generation Z differs by gender?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results for the answers are given in Table 13.

Table 13. Evaluation of the answers given to the question "Do you think Generation Z are impatient?"

	Gender		
	Female	**Male**	**[a]p**

		n	%	N	%	
Do you think you are impatient?	Yes	357	59.8	41	57.7	
	No	144	24.1	19	26.8	*O,887*
	Undecided	96	16.1	11	15.5	

The status of those who think they are impatient by gender does not show a statistically significant difference. The rate of those who think they are impatient in both genders is 59.8% (n = 357) in females and 57.7% (n = 41) in males.

Hypothesis 2: According to age, the state of emotional bonding with the institutions where Generation Z will work (internship) varies.

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results for the answers are given in Table 14.

Table 14. Evaluation of the answers to the question according to age, "Do you establish an emotional connection in the Institution where you will do your internship?"

		Age								
		18		19		20		21		
		n	%	n	%	N	%	N	%	[a]p
Can you establish an emotional connection with the institution where you will be doing your internship?	Yes	62	48.4	123	58.6	168	61.8	30	51.7	0,154
	No	24	18.8	39	18.6	43	15.8	14	24.1	
	Undecided	42	32.8	48	22.9	61	22.4	14	24.1	

According to the age, the emotional attachment of Generation Z to the institution where they were interned shows a statistically significant difference. As the age increases, the rate of emotional bonding with the institution they work for rises.

Hypothesis question 3: Does the state of emotional bonding with the institutions where Generation Z will work (internship) varies by age?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results for the answers are given in Table 15.

Table 15. Evaluation of the answers to the question, by age, "Can you easily leave an institution where you feel like it for a better job opportunity?"

		Age								
		18		**19**		**20**		**21**		
		n	**%**	**N**	**%**	**n**	**%**	**n**	**%**	**[a]p**
Can you easily leave an institution where you feel like you belong to a better business opportunity?	Yes	37	28.9	52	24.8	78	28.7	19	32.8	0,656
	No	41	32.0	60	28.6	88	32.4	16	27.6	
	Undecided	50	39.1	98	46.7	106	39.0	23	39.7	

The status of leaving an institution to which he / she belongs, for a better job opportunity does not differ statistically.

Hypothesis 4: According to gender, the state of emotional bonding with the institution where Generation Z will work (internship) varies.

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 16.

Table 16. Evaluation of the answers to the questions, according to gender, "Do you establish an emotional connection in the institution where you do your internship?"

		Gender				
		Female		Male		
		N	%	N	%	[a]p
Can you establish an emotional connection with the institution where you will be doing your internship?	Yes	349	58.5	34	47.9	*0,001**
	No	96	16.1	24	33.8	
	Undecided	152	25.5	13	18.3	

According to the gender, the emotional bonding status of the generation Z in the institution where they will do their internship shows a statistically significant difference. In this context, it can be said that 58.5% (n = 349) of women tend to establish emotional bonds with the institution they work for more than men. However, 25.5% (n = 152) of the female participants are undecided about this issue. 33.8% of the participants who think that they do not establish an emotional bond in the institution where the internship is made are men, this ratio is 16.1% for women.

Hypothesis 5: The state of emotional bonding with the institutions where Generation Z will work (internship) varies by gender.

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 17.

Table 17. Evaluation of the answers to the question, according to gender, "Would you establish an emotional connection in the institution where you will do your internship?"

		Gender				
		Female		Male		
		N	%	N	%	[a]p
Can you easily leave an institution where you feel like you belong to a better business opportunity?	Yes	170	28.5	16	22.5	*0,001**
	No	170	28.5	35	49.3	
	Undecided	257	43.0	20	28.2	

There is a statistically significant difference in terms of being able to leave an institution they belong to more easily for a better job opportunity by gender. In this context, 49.3% of male participants said that they would not easily change the institution they work for a better job opportunity, while this rate was 28.5% for female participants. The point of view of the female participants on this issue was determined to be undecided at 43.0%. In this context, women are more hesitant than men about changing jobs for a better job occasion.

Hypothesis question 6: Does the generation Z benefits from flexible working hours varies by age?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results for the answers are given in Table 18.

Table 18. Evaluation of the answers, according to the sentence, "I prefer to benefit from flexible working hours"

		Age								
		18		19		20		21		
		N	%	n	%	N	%	n	%	[a]p
To the sentence I prefer to benefit from	Absolutely disagree	4	3.1	8	3.8	11	4.0	3	5.2	*0,065*
	Disagree	13	10.2	19	9.0	25	9.2	4	6.9	

flexible working hours;	Undecided	40	31.3	73	34.8	70	25.7	14	24.1	
	Agree	33	25.8	51	24.3	55	20.2	7	12.1	
	Absolutely agree	38	29.7	59	28.1	111	40.8	30	51.7	

The situation of those who prefer to benefit from flexible working hours according to age does not show a statistically significant distinction. In addition to the fact that the rates are very close to each other, more participants of all age groups prefer to benefit from flexible working hours.

Hypothesis question 7: Does the generation Z benefits from flexible working hours varies by age?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 19.

Table 19. Evaluation of the answers, according to the sentence, "Long and tiring working hours decrease my work efficiency"

		Age								
		18		**19**		**20**		**21**		
		N	**%**	**n**	**%**	**n**	**%**	**n**	**%**	**[a]p**
To the sentence that long and tiring working hours decrease my work efficiency;	Absolutely disagree	2	1.6	4	1.9	7	2.6	0	0.0	*0,488*
	Disagree	10	7.8	12	5.7	15	5.5	7	12.1	
	Undecided	21	16.4	37	17.6	33	12.1	8	13.8	
	Agree	33	25.8	51	24.3	66	24.3	9	15.5	
	Absolutely agree	62	48.4	106	50.5	151	55.5	34	58.6	

Considering the age there is no statistically substantial difference in the decrease in work efficiency of long and tiring working hours in internship programs.

Long and tiring working hours decrease work efficiency for a high percentage of participants from all age groups.

Hypothesis question 8: Does the situation that Generation Z benefits from flexible working hours differs by gender?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results for the answers are given in Table 20.

Table 20. Evaluation of the answers, according to the sentence, " I prefer to benefit from flexible working hours"

		Gender				
		Female		**Male**		
		n	**%**	**n**	**%**	[a]p
I prefer to benefit from flexible working hours;	Absolutely disagree	21	3.5	5	7.0	*0,683*
	Disagree	54	9.0	7	9.9	
	Undecided	177	29.6	20	28.2	
	Agree	132	22.1	14	19.7	
	Absolutely agree	213	35.7	25	35.2	

There was no statistically significant discrepancy in benefiting from flexible working hours according to gender. The rate of choosing to take advantage of flexible working hours is higher for both sexes.

Hypothesis question 9: Does the generation Z benefits from flexible working hours varies according to gender?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 21.

Table 21. Evaluation of the answers, according to gender, "Long and tiring working hours decrease my working performance"

		Gender				
		Female		Male		
		n	%	n	%	[a]p
To the sentence that long and tiring working hours decrease my working performance;	Absolutely disagree	13	2.2	0	0.0	*0,573*
	Disagree	38	6.4	6	8.5	
	Undecided	89	14.9	10	14.1	
	Agree	145	24.3	14	19.7	
	Absolutely agree	312	52.3	41	57.7	

There is not found statistically significant difference in the case of long and tiring working hours decreasing the work efficiency in the institution where the internship was performed by gender. According to both gender long and tiring working hours decrease the work efficiency of individuals.

Hypothesis 10: According to age, the ability of Generation Z to quickly adapt to the institution they work in varies.

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 22.

Table 22. Evaluation of the answers to the question, by age, "Do you think you can quickly adapt to the institution where you will be doing your internship?"

		Age								
		18		19		20		21		
		n	%	N	%	N	%	n	%	[a]p
Do you think you can quickly adapt to the institution where you will be doing your internship?	Yes	69	53.9	134	63.8	150	55.1	44	75.9	*0,025**
	No	22	17.2	35	16.7	53	19.5	3	5.2	
	Undecided	37	28.9	41	19.5	69	25.4	11	19.0	

A statistically significant difference was found according to the age of the Z generation's ability to quickly adapt to the institution they work in. While the rate of 18-year-olds who think they adapt quickly is 53.9%, this rate is 75.9% for 21-year-old participants. Participants aged 19 and 20 are between the other two age scales. At the same time, the level of indecision on this issue is higher with 28.9% of participants aged 18. The proportion of 21-year-old participants who think they are indecisive is 19%. In this context, it is possible to say that as the age increases, there will be more people who think that they can adapt to the institution they work faster.

Hypothesis question 11: Does the ability of Generation Z to quickly adapt to the institution they work in varies by gender?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 23.

Table 23. Evaluation of the answers to the question, according to gender, "Do you think you can quickly adapt to the institution where you will be doing your internship?"

		Gender				
		Female		**Male**		
		N	**%**	**N**	**%**	[a]p
Do you think you can quickly adapt to the institution where you will be doing your internship?	Yes	346	58.0	51	71.8	*0,079*
	No	105	17.6	8	11.3	
	Undecided	146	24.5	12	16.9	

There was no statistically significant difference in terms of gender in the case of the generation Z's adaptability to the institution where they work. The majority of the female and male participants, 58% and 71.8%, think that they can adapt to the institution they work in faster. However, it is possible to say that the men of the generation Z think that they will adapt faster to the institution they work in.

Hypothesis question 12: Does the situation of changing the institution easily which they work, varies when Generation Z has problems with their superiors by age?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results for the answers are given in Table 24.

Table 24. Evaluation of the answers, according to the sentence, "I can easily change the institution I work in if I have problems with my superior"

		Age								
		18		**19**		**20**		**21**		
		n	**%**	**n**	**%**	**n**	**%**	**n**	**%**	**[a]p**
I can easily change the institution I work in if I have problems with my superiors	Absolutely disagree	19	14.8	21	10.0	37	13.6	12	20.7	
	Disagree	39	30.5	71	33.8	68	25.0	12	20.7	
	Undecided	40	31.3	69	32.9	100	36.8	18	31.0	*0,416*
	Agree	18	14.1	30	14.3	40	14.7	7	12.1	
	Absolutely agree	12	9.4	19	9.0	27	9.9	9	15.5	

When analyzed according to age, no statistically significant difference was found between the participants. Some of participants from all age groups answered that they are undecided about this issue with the rate of 18 years of age 31.3%, 19 years of age 32.9%, 20 years of age 36.8% and 21 years of age 31%. Similarly, the total rates are 45.3% for 18 years of age, 43.8% of 19 years of age, 38.6% of 20 years of age and 41.4% of the age of 21 who do not agree with this issue.

Hypothesis question 13: According to age, when Generation Z has problems with their subordinates, does they easily change their institution states varies?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 25.

Table 25. Evaluation of the answers, according to the sentence, "I can easily change the institution I work in if I have problems with my subordinates"

		Age								
		18		19		20		21		
		n	%	N	%	N	%	n	%	[a]p
I can easily change the institution I work in if I have problems with my subordinates;	Absolutely disagree	30	23.4	31	14.8	58	21.3	19	32.8	
	Disagree	39	30.5	70	33.3	84	30.9	14	24.1	
	Undecided	39	30.5	71	33.8	86	31.6	13	22.4	*0,362*
	Agree	13	10.2	23	11.0	25	9.2	6	10.3	
	Absolutely agree	7	5.5	15	7.1	19	7.0	6	10.3	

According to the data, there was no statistically significant difference in age scale. It is possible to say that a high percentage of participants are either undecided or disagree on this issue.

Hypothesis question 14: According to the monthly income of the household, does the situation of changing the institution where they work easily differs when the generation Z has problems with their superiors?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 26.

Table 26. Evaluation of the answers, according to the monthly income of the household, to the sentence, "I can easily change the institution I work in if I have problems with my superiors**"**

		Monthly Income of the Household										
		2500-4500		4501-6500		6501-8500		8501-10500		10501-12500		
		n	%	n	%	n	%	n	%	n	%	[a]p
I can easily change the institution I work in if I have problems with my superiors;	Absolutely Disagree	52	16.3	26	13.9	4	5.8	2	3.6	5	13.9	
	Disagree	89	27.8	53	28.3	21	30.4	21	37.5	6	16.7	
	Undecided	114	35.6	50	26.7	26	37.7	20	35.7	17	47.2	*0,047**
	Agree	38	11.9	36	19.3	8	11.6	7	12.5	6	16.7	
	Absolutely agree	27	8.4	22	11.8	10	14.5	6	10.7	2	5.6	

According to the results, there was no statistically significant difference. It is possible to say that the problems of Generation Z with business partners in the working environment are not sufficient reason to dismiss them. The low / high monthly income

compared to the difficulties experienced in the business environment does not affect the decision of the individuals to leave their jobs.

Hypothesis question 15: According to the monthly income of the household, does the situation of changing the institution they work in easily varies when Generation Z has problems with their subordinates?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 27.

Table 27. Evaluation of the answers, according to the monthly income of the household, to the sentence, "I can easily change institution I work in if I have problems with my subordinate"

		Monthly Income of the Household										
		2500-4500		**4501-6500**		**6501-8500**		**8501-10500**		**10501-12500**		
		n	**%**	**n**	**%**	**n**	**%**	**n**	**%**	**n**	**%**	**[a]p**
I can easily change the institution I work in if I have problems with my subordinates;	Absolutely disagree	73	22.8	40	21.4	9	13.0	8	14.3	8	22.2	
	Disagree	90	28.1	61	32.6	24	34.8	22	39.3	10	27.8	
	Undecided	106	33.1	51	27.3	23	33.3	18	32.1	11	30.6	*0,843*
	Agree	28	8.8	22	11.8	7	10.1	6	10.7	4	11.1	
	Absolutely disagree	23	7.2	13	7.0	6	8.7	2	3.6	3	8.3	

There was no statistically significant difference between income distribution and the situation of easily changing the institution where he / she had problems with his subordinates.

Hypothesis question 16: According to age, does the introversion stated for generation Z differs?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 28.

Table 28. Evaluation of the answers to question, according to age, "Do you agree with introverted expression for Generation Z?"

		Age								
		18		19		20		21		
		n	%	n	%	N	%	N	%	[a]p
Do you agree with the" introverted "expression for Generation Z?	Yes	41	32.0	62	29.5	97	35.7	19	32.8	*0,851*
	No	66	51.6	115	54.8	131	48.2	31	53.4	
	Undecided	21	16.4	33	15.7	44	16.2	8	13.8	

When the status of the generation Z to be introverted was examined by age, no statistically significant difference was found. According to the data obtained, majority of the participants do not agree with the statement that they are "introverted". Participants do not generally agree with their introverted statements and also the answer given does not change according to age criteria.

Hypothesis 17: According to gender, does the introversion stated for generation Z differs?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results regarding the answers are given in Table 29.

Table 29. Evaluation of the answers to the question, according to gender, "Do you agree with the introverted statement for Generation Z?

		Gender				
		Female		Male		
		n	%	N	%	[a]p
Do you agree with the" introverted "statement for Generation Z?	Yes	200	33.5	19	26.8	*0,503*
	No	304	50.9	39	54.9	
	Undecided	93	15.6	13	18.3	

When the introverted status of Generation Z was examined by gender, no statistically significant difference was found. According to the data obtained, majority of the participants do not agree with the statement that they are "introverted".

Hypothesis question 18: According to age, does the social life of Generation Z differs significantly from business life?

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results for the answers are given in Table 30.

Table 30. Evaluation of the answers, according to the sentence, "My social life is more important for me than work life"

		Age							
		18		**19**		**20**		**21**	
		n	**%**	**n**	**%**	**n**	**%**	**n**	**%**
My social life is more important for me than work life"	Absolutely disagree	6	4.7	17	8.1	18	6.6	7	12.1
	Disagree	24	18.8	61	29.0	67	24.6	8	13.8
	Undecided	60	46.9	91	43.3	127	46.7	29	50.0
	Agree	30	23.4	28	13.3	41	15.1	9	15.5
	Absolutely agree	8	6.3	13	6.2	19	7.0	5	8.6

In terms of age, there is not found significant difference statistically for the generation Z when social life is more important than business life. According to the data obtained, majority of the participants stated that they were indecisive according to this argument. In addition, 23.4% of respondents who responded as "I agree" were 18 years old and the percentage of 21-year-olds who agreed with the same was 15.5%. In this context, it can be said that 18-year-old participants consider their social life more important than work life compared to 21-year-old participants.

Hypothesis 19: According to gender, the social life of Generation Z differs significantly from business life.

As the variables are categorical within the scope of the hypothesis, Pearson Chi-Square Test was used. Results for the answers are given in Table 32.

Table 31. Evaluation of the answers, according to gender, to the sentence, "My social life is more important for me than work life."

		Gender				
		Female		**Male**		
		N	**%**	**n**	**%**	**[a]p**
My social life is more important for me than work life;	Absolutely disagree	38	6.4	10	14.1	*0,001**
	Disagree	149	25.0	11	15.5	
	Undecided	284	47.6	23	32.4	
	Agree	90	15.1	18	25.4	
	Absolutely agree	36	6.0	9	12.7	

While 38.1% of total male participants think social life is more important than business life, this ratio is 21.1% for women. In line with these data, it can be concluded that male participants consider social life more important than work life compared to female participants. In this context, a statistically significant difference was found. However, in addition to this, while the total rate of female participants who do not consider their social life to be more important than business life is 31.4%, this rate is quite close to 29.6% for men. According to this data, no statistically significant difference was found. The indecision rate of the participants is 47.6% for women and 32.4% for men. It can be judged that women are more indecisive than men.

Table 32. Hypotheses Samples

Hypotheses and Hypotheses Questions	**Stance**
Hypothesis question 1: Does the impatience of Generation Z differs by gender?	Not
Hypothesis 2: According to age, the state of emotional bonding with the institutions where Generation Z will work (internship) varies.	Accepted
Hypothesis question 3: Does the state of emotional bonding with the institutions where Generation Z will work (internship) varies by age? (Do not leave an institution for better opportunity)	Not
Hypothesis 4: According to gender, the state of emotional bonding with the institution where Generation Z will work (internship) varies.	Accepted
Hypothesis 5: The state of leave an institution where Generation Z will work (internship) varies for better opportunity by gender.	Accepted
Hypothesis question 6: Does Generation Z benefits from flexible working hours varies by age?	Not
Hypothesis question 7: According to age, does the Generation Z think differently about the long hours decrease efficiency?	Not
Hypothesis question 8: According to gender, does the situation that Generation Z benefits from flexible working hours differs?	Not
Hypothesis question 9: Does the Generation Z think differently about the long hours decrease efficiency by gender?	Not
Hypothesis 10: According to age, the ability of Generation Z to quickly adapt to the institution they work in varies.	Accepted
Hypothesis question 11: According to gender, does the ability of Generation Z to quickly adapt to the institution they work in varies?	Not
Hypothesis question 12: Does the situation of changing the institution they work easily varies when Generation Z has problems with their superiors by age?	Not
Hypothesis question 13: According to their age, does Z generation easily change their corporate situation when they	Not

have problems with their subordinates?	
Hypothesis question 14: According to the monthly income of the household, does the situation of changing the institution where they work easily differs when the generation Z has problems with their superiors?	Not
Hypothesis question 15: According to the monthly income of the household, does the situation of changing the institution they work in easily varies when Generation Z has problems with their subordinates?	Not
Hypothesis question 16: Does the introversion stated for generation Z differs in varies by age?	Not
Hypothesis question 17: Does the introversion stated for generation Z differs in varies by gender?	Not
Hypothesis question 18: According to age, does the social life of Generation Z differs significantly from business life in varies?	Not
Hypothesis 19: According to gender, the social life of Generation Z differs significantly from business life in varies.	Accepted

5. Discussion

The characteristics, attitudes and behavior patterns of the generation Z are an important issue for companies because the fact that this generation, which will take an important place in today's and future business world, is highly skilled in terms of equipment, will help companies to achieve their organizational goals. Therefore, it is very important to retain successful candidates and respond to their needs after hiring them. According to Hawkins (2007), thanks to professional and experienced employees, companies maintain high competitive advantage (Sidorcuka & Chesnovicka, 2017).

The human phenomenon has become an issue of primary importance in almost every field. People have been tried to be understand and interpreted in terms of sociological, psychological, anthropological and many other disciplines. It is a matter of curiosity about how people's attitudes and behavior patterns, value judgments, beliefs and cultural beliefs change and shape. In this context, people must first understand how these features change and differ. Undoubtedly, culture has an important share in people having different abstract characteristics from each other. Because of this, it would be better to define culture first.

The whole life-style of a community is called culture and the individual embraces the hereditary characteristics of the social values of the group in which he/she was born. People act according to these cultural components to adapt to their environment (Geertz, 2010, p.18-19). It can be said that culture has a public quality, that is, it has a meaning in it, and it has a feature that has no end and constantly changes itself (Geertz, 2010, p.25). According to these definitions, since culture has a changeable structure, it should be known that people's behavioral structures and thoughts will also change in this direction. In anthropology, which is the branch of science that tries to analyze this area the most, it is tried to make sense of the natural change process in human behavior by understanding culture. Assuming that, culture offers a learned behavioral pattern, it will be easier to examine this issue across generations.

The effect of events such as natural disasters, diseases, wars and political revolution on people is undeniable. These periodic events affect the next generations by affecting the generation in that period. From this point of view, it is quite normal

for human behavior to be different in every period. To explain this situation, the concept of generation has been created and the common and different characteristics of people born in different periods were tried to be revealed. If we come to the definition of the concept of generation, generation is the one that was born in similar temporal periods and is thought to belong to a certain structure affected by the social, political and social events taking place around it (Adıgüzel & others, 2014: 166; Kırık & Köyüstü, 2018, p.1498). Based on this definition, within the scope of this research, it is aimed to obtain information about the characteristics of Generation Z, as well as their perspectives on the business world and their expectations from the institutions they will work, as they are particularly curious in the business world.

While some of the generation Z are just starting their business life, some are still students. The purpose of this study, which aims to understand the perspectives of university students on internship programs, is to obtain useful information about how companies should change their organizational structures. Understanding Generation Z is a vital phenomenon in this context because the criteria that companies should pay attention to when recruiting potential people will change in this context. If this generation is analyzed correctly, it can benefit from them to the extent that it plays an important role in the success of companies. "Generation Z can be defined as the online generation born in 2000 and after, benefiting from every aspect of technology (Kırık & Köyüstü, 2018, p. 1503). Based on this definition, it would not be wrong to define them as the digital generation. When compared to other generations, it is quite natural that the Z generation has different characteristics from the others in this fast technology era where it was born and grew up. "The fact that this generation is technology-oriented highlights their ability to do many jobs at the same time. So much so that these individuals can simultaneously write messages, use computers, and send e-mails while watching movies. This feature highlights their technical competence, but this makes it difficult for them to focus on one thing for a long time" (Tabscott, 2009, s.6; Mishra, 2012, s. 96-97; Sladek ve Grabinger, 2013, s.2; Rothman, 2014, s.5; Düzgün, 2020, s.224-225). In this period when everything is done on online platforms, their sufficient manual technical competencies cannot be developed much. This generation is an extraordinary generation that likes to access information easily and can do this in the fastest way, easily adapt to every changing situation and make it a part of their lives. It is not surprising that they have skills such

as the ability to solve problems quickly, the ability to adapt quickly, the ability to be constantly online, and to understand events quickly, in line with the limitless possibilities they have.

According to some literature studies, it has been concluded that this generation, who lives intertwined with technology, is individuals who become excessively individualized due to technological possibilities. Therefore, they are also defined as "New Silent Zone" (Mercan, 2016: 65). When this situation is handled between two successive generations, it shows us that different specialties emerge. “Generation Y was born and grew up in technological developments like Generation Z. This is a response to their technology focus. However, the family style in which both generations grow up differs. For example, Generation Y has been given tools for success, but Generation Z has been taught the ability to be successful. As a result of this situation, while Generation Y emerges as dreamer, Generation Z emerges as more realistic. At the same time, this situation caused the generation Y to be group oriented. In addition, Generation Z exhibits more individualistic attitudes and has more entrepreneurial characteristics” (Schawbel, 2014, s. 12; Düzgün, 2020, s. 225). Technology is not the only reason why Generation Z is different from other generations. The family factor in which people are born and raised and the opportunities offered to them significantly affect their personality traits. This situation affects their future job attitudes and behaviors, their job preferences, their level of commitment to the workplace, and every stage of how they fulfill their tasks. In this context, the most wondered common thesis topics studied for this generation can be listed as purchasing behavior, career management, organizational commitment, human resources, life satisfaction, business life expectancy, generations' perspectives (Kırık & Köyüstü, 2018, p. 1513). Identifying the generation Z fully makes it possible for companies to manage this generation consciously and to benefit from their competencies in the most efficient way. Thus, this generation, which is forward thinking, innovative, focused on thinking globally and practically, can increase the success of companies.

In terms of human resources management, it is an important criterion to know the cultural values, characteristics, attitudes, behaviors and all kinds of features in their portfolio of the individuals to be recruited or to have an opinion. In the recruitment stages of organizations, it is the duty of human resources employees to

recruit and retain the right person. Hiring the right person, taking advantage of that person's high potency and motivating that person and ensuring their loyalty to the workplace will be beneficial for companies to achieve their strategic goals.

According to the demographic part of the data obtained through the survey, the generation Z members in this study are between the ages of 18 and 21. Since the opportunities are limited due to the pandemic, people were reached via social media, and therefore there is a high difference between female and male participants. While the rate of female participants is 89.4%, the rate of male participants is 10.6%. The majority of the students participating in the research are first (43.71%) or second (34.73%) year university students.

There was no statistically significant difference between the public (43.41%) and the private (56.59%) sector preferences in the distribution of the participants according to the sector in which they want to do their internship. In this context, it can be said that Generation Z does not have a clear preference for the sector in choosing the internship place. In addition, while choosing the institution where this generation will do their internship, it has been tried to determine the factors that affect them. According to the results, this generation mostly prefers to be in line with their goals (82.6%) and the program they study (65.3%). This data is an indication that they are consistent in their decisions. So much so that it can be said that they choose the departments they want to study in according to their preferences and want to move in this direction in business life. Another important issue is the duration of internships applied in companies. The fact that the participants want their internship period to be 6 months (41.32%) can be interpreted as they want to learn their job fully and enter the business life fully equipped.

Table 33. Some determinant conditions expected by the Gen Z from an organization.

References	Expectations from the internship place
Table 9	Work-life balance
Table 9	Fair remuneration
Table 9	Respect diversity
Table 9	Correct job description
Table 9	Offering organizing training and developing programs
Table 8	Flexible hours

In line with the questions asked about the expectations of Generation Z from the sector where they will do their internship, it was determined that the rate of participants (57.49%) who think flexible working hours are important. The rate of participants (29.49%) who are undecided about this issue is important enough to be taken into consideration. In line with these answers, it can be concluded that Generation Z considers flexible working hours in companies as an important criterion. Compared to the literature, according to the results of a study conducted for the generation Y, this generation prefers to benefit from flexible working hours (Berkup, 2014). In this context, it can be understood that the members of the Y and Z generations have similar thoughts on this issue. In this study, age and gender criteria were considered differently from the literature, and no statistically significant difference was found among age groups that preferred to benefit from flexible working hours. According to the data in Table 18, 55.5% of the total participants at the age of 18, 52.4% of the total participants at the age of 19, 61% of the total participants at the age of 20 and 63.8% of the total participants at the age of 21 prefer to benefit from flexible working hours. According to the data in Table 20, when the availability of flexible working hours is examined by gender, no statistically significant difference was found. 57.8% of total female participants and 54.9% of total male participants prefer to benefit from flexible working hours. In this context, no result has been obtained to support hypothesis 6 and hypothesis 8. As can be seen, age and gender do not have a distinctive feature for the Z generation on this issue.

Besides this question, more broadly, this generation was asked whether their social life is more important than their work. Based on the answers obtained, it was seen that the rate of those who agreed on this subject (22.91%) was quite low compared to those who did not agree (31.14%) and those who remained undecided (45.96%). In this context, it would not be correct to say that the generation Z is mostly undecided about this issue and that the other part of them put their business life ahead of their social life. According to the workplace environment preferences of the generation Y examined in the literature, they attach great importance to the balance of work and social life and at the same time prefer to socialize with their colleagues in the work environment (Singh & Daingmei, 2015). In this study, the level of importance between the social life and business life of the generation Z was examined. In this context, the results in this study are not supported by the data in the literature. Considering this situation according to age in Table 30, no statistically significant difference was found. The percentages of opinions of each age group on this issue are close to each other, and the percentage of each age group stating that they are indecisive on this issue is higher. In this respect, no result has been obtained supporting the hypothesis 18. While 38.1% of total male participants think that social life is more important than business life, this ratio is 21.1% for women. Based on these data, it can be concluded that male participants consider social life more important than work life compared to female participants. In this context, a statistically significant difference was found. However, in addition to this, while the total rate of female participants who do not consider their social life to be more important than business life is 31.4%, this rate is quite close to 29.6% for men. There was no statistically significant difference according to these data. The indecision rate of the participants is 47.6% for women and 32.4% for men. It can be judged that women are more indecisive than men. In this respect, it can be concluded that the importance of social life and business life for individuals presented in hypothesis 20 may differ according to gender.

Table 34. Some characteristic attributes of Gen Z

References	Common features of generation Z
Table 11	Impatient
Table 11	High sense of belonging
Table 11	High level of adaptation
Table 11	Mostly social individuals
Table 16	High job loyalty

For individuals, the values of the institution which they work, are very important. This study also argues that every individual wants to work in an institution that matches their own values. In this context, the participants were asked what values the institution they want to do internship should have. Based on the results, it was concluded that Generation Z would prefer to do an internship at a corporation that provides 81.9% work-life balance, 75.3% fair remuneration, 68.6% respects and supports diversity compared to the highest rates. This information is considered to be very important for organizations preparing to hire Generation Z. It is thought that this information will be very useful for organizations preparing to recruit Generation Z. The corporate culture existing in the company structure is shaped according to the strategies, purpose, mission and vision of the company. Generally, the main goal of every company is to generate profits and grow more by generating high profits. The working principle adopted to achieve these goals determines the corporate values of organizations. At this point, companies that value their employees and identify resources that will motivate them and provide them to their employees will always be one step ahead.

The characteristics of Generation Z are at least as important as the value judgments they defend. These characteristics are a determining factor on people's mentality, attitude, behavior and working principles. One of the questions asked to understand the characteristics of generation Z is impatience. According to the literature, since this generation witnesses rapid technological changes and can quickly access any information they want at any time, they may exhibit the attitude of being impatient with every event around them at this speed (Berkup, 2015: p.111; Aka, 2017, p.54). According to the data in Table 11, the rate of participants who think they

are impatient over the total participation is 59.58%. The number of participants stating that they are undecided on this issue is 16.02%. The rate of those who do not agree with this issue is 24.40 percent. In this context, it is possible to support the impatience of Generation Z with the literature. This situation was discussed in this study according to gender criteria, unlike the literature. According to the data in Table 13, no statistically significant variation was found between male and female participants who think they are impatient when looking at the gender difference. While 59.8 percent of the female participants agree with the statement that they are impatient, this rate is 57.7 percent for males with a very close rate. It has been concluded that there is no difference based on gender and that this generation has similar views on this issue, regardless of whether they are men or women. In order for companies to retain qualified employees, they must take into account their characteristics. Knowing that the generation Z is impatient, an institution can provide it with a workflow in this context and can obtain high efficiency from it by keeping its motivation high.

According to a study on generations, the levels of commitment of generations to the workplace vary. For example, according to the managers, the job loyalty of the Y generation is lower than the previous generations (Saijadi & et al., 2012). According to the data in Table 11, this situation was examined over the Z generation in this study. The ratio of the total participants who think that they will establish an emotional bond with the institution they internship is 57.34%. The rate of those who are undecided about this issue is 24.7 percent. The rate of those who do not agree with this issue is 17.96 percent. According to these data, it can be concluded that Generation Z has a high rate of emotional bonding with the institution they work with. Emotional bonding can be paired with job loyalty because when an individual feels an emotional attachment to their workplace, they will not tend to leave that place easily. According to this result, it does not correspond to the information in the literature. Unlike the literature, when looking at the difference between age according to the data of Table 14, the members of the Generation Z, who are 18 years old with the lowest rate 48.4%, and the highest rate is 61.8% with 20 years old, agree that they will establish an emotional bond in the corporation where they are intern. If we consider the rate of 13.4% that emerges according to the data, it is possible to say that there is a difference according to age. Moreover, in this context, it can be said that this generation's commitment levels are higher compared to the Y generation. According

to the data in Table 16, when looking at the difference between gender, no significant distinction was found among the participants on this subject, but it is possible to say that among the undecided participants, female participants (25.5%) were more indecisive than male participants (18.3%). While the rate of male participants who disagree with this issue is 33.8%, this rate is 16.1% for female participants. In this context, a statistically significant difference was found according to the state of thinking that they did not establish a sentimental bond in the institution where they work, and it can be said that male participants thought they did not establish an emotional bond at a higher rate than women. While a result supporting hypothesis 2 could not be obtained in line with the obtained results, it was seen that data supporting hypothesis 4 were obtained.

According to the literature, one of the characteristic features of the Z generation is their weak sense of belonging. Aka compares this to consumption processes. Like fast consumption and getting bored quickly, it is argued that Generation Z's commitment to a business is quite weak (Aka, 2017, p.56). Considering that this information is important for companies, it has been tried to be measured in this study. According to the data obtained, the total rate of the participants who agree that they will leave their workplace for better opportunities is 27.84% (Table 11). The rate of those who are undecided on this issue is 41.47 percent and the rate of those who do not agree is 30.69 percent. The degree of commitment of generation Z to an institution contrasts with the information in the literature. Contrary to what is assumed in this respect, it can be judged that this generation has a strong degree of commitment to the institution they work for. Unlike the literature, according to the data of Table 15, considering the age between the generations, no disparity was found between the participants. The majority of participants of all ages stated that they were undecided on this issue. The highest rate of participants who say that they can easily leave an institution for a better job opportunity is 32.8 percent (n = 19). At the same time, according to the data in Table 17, the situation of leaving an institution that he / she belongs to for a better job opportunity was examined by gender. There was no significant difference among those who participated in this subject, but a statistically significant difference was found among those who were undecided about this issue. 43 percent of female participants are undecided on this issue, while this rate is 28.2 percent for male participants. According to these data, it is possible to say that

female participants are more indecisive than men. The rate of female participants who do not agree with this issue is the same as the rate of participating participants (28.5%). While 22.5 percent of the male participants agree with this issue, 49.3% do not. In this context, it can be said that male participants stay in the institution they feel belonging to is higher than female participants.

According to the literature, because Generation Z is born into a world with fast technological conditions, they tend to deal with different things at the same time and avoid doing the same job for a long time. This situation is thought to affect their level of loyalty to the workplace (Doe & et al., P.106). Influenced by this study, this situation was modified to obtain data on the study on how long and tiring working hours affect Generation Z. According to the results, 76.64% of the total participants agree that long and tiring working hours decrease their work efficiency, while the rate of those who are undecided about this issue is 14.82%. The total rate of participants who do not participate in this issue is 8.54%. In line with the results obtained, it has been concluded that working hours for Generation Z are important in company selection. Information that working long hours will reduce their work efficiency and negatively affect their level of commitment to the institution is an issue that should be taken into consideration by companies. When this situation is examined by age in Table 19, no statistically significant difference was found. In Table 21, when the situation of long and tiring working hours decreasing work efficiency is analyzed by gender, no statistically significant difference was found.

Adaptation status, which is considered to be an important criterion, can show its effect positively or negatively in every field of work. When a company hires a new employee, his or her ability to quickly adapt to the environment benefits both parties. Therefore, in this study, Generation Z was asked about their level of adaptation in a new institution. According to the literature, since Y and Z generation members can easily adapt to the fast technology age, this has positively affected their adaptation degree in every field (Wood, 2013; Iorgulescu, 2016, p. 48). According to the data in Table 11, the rate of participants who think they can quickly adapt to the institution they will do internship is 59.43%. In this context, the results obtained can be supported by the literature. In addition, this study looked at whether there was a difference between the ages of the participants. According to the data in Table 22, there is no statistically significant difference for this situation. When the rapid

adaptation of the institution where they will do their internship is examined by gender, according to the data in the table 23, women are undecided with 24.5 percent, while this rate is 16.9 percent for men. The rate of female participants participating in this issue is 58 percent. For men, this rate is 71.8 percent. In this context, it can be judged that there is a statistically significant difference for this situation. While female participants appear to be more indecisive than men, male participants are more likely to think that they can adapt quickly than women. In this context, companies should know that the rate of adaptation to the company environment is a criterion that can vary according to gender when recruiting Generation Z, and at the same time, human resources employees can implement appropriate orientation programs by considering the gender factor for the recruited people according to this data. In this way, a bond of trust can be established between the employee and the employer, the loyalty and loyalty levels of the employees to the organization can be increased, and a situation that benefits both parties can be achieved.

One of the issues considered to be important for companies in this study is the communication between manager-employee and employees-employee. According to the literature, Generation Z attaches great importance to honesty and individual values, and the integrity of their managers is very important to them (Half, 2015; Singh & Daingmei). This generation does not such as conflicts and they try to solve problems through face-to-face communication (Schawbel, 2014; Singh & Daingmei, p.3). In this context, it can be concluded that "Generation Z will first try to communicate to solve these problems instead of running away from the problems they experience in the business environment." In this study, the Z generation's ability to easily change their institution when they have problems with their superiors is examined. According to the data in Table 10, 24.25% of the total participants stated that they would tend to change their institution. The rate of the participants who are undecided about this issue is 33.98% and the total rate of participants stating that they will not escape from the conflict with their superiors at work is 41.76%. In this context, it would not be wrong to say that this generation will try to deal with conflicts instead of avoiding them. When this situation is examined in Table 24 by age, no statistically significant difference was found. According to the data in Table 26, the distribution of income and the situation of easily changing the institution where he / she has problems with his / her superiors is examined. No statistically

significant difference was found according to the results obtained in this context. High or low earnings distribution does not affect the turnover status of the participants.

According to the data in Table 10, the total rate of participants who stated that they would change their institution if they had problems with their subordinates in the business environment is 17.04%. The rate of those who are undecided about this issue is 31.29%. The total rate of participants stating that they may not leave the workplace if they have problems with their subordinates is 51.65%. In this context, it can be said that Generation Z did not escape from conflicts. In line with the data in Table 25, no statistically significant difference was found in the age scale. According to the data in Table 27, no statistically significant difference was found between the distribution of income and the situation of easily changing the institution where he / she had problems with his subordinates.

According to the literature, Generation Z is creative and social individuals with high communication skills (Seymen, 2017). According to Schawbel's article (2014), the generation Z has the ability to use every means of communication in the best way. According to some sources, it is argued that this generation has low levels of attention and is more susceptible to online communication because they live due to technology (Generational White Paper-2011; Singh & Dangmei). However, it is also a very sensitive generation to social responsibility projects (Mihelich, 2013; Singh & Dangmei). According to the literature, based on the phrase that this generation communicates online, it is aimed to obtain information about whether the Z generation is social or introverted. According to the data obtained in Table 11, it was seen that 32.78% of the total participants agreed with the introverted expression. While the rate of those who are undecided about this issue is 15.87%, the total rate of those who disagree with this statement is 51.35%. In this context, due to the low rate of indecision, it is difficult to say that the generation Z is completely introverted or social individuals. When this situation is analyzed in Table 28 by age, no statistically significant difference was found. When this situation is examined by gender in Table 29, no statistically significant difference was found. In this respect, it is possible to say that the thinking structures of Generation Z, regardless of gender, have similar or different elements.

Considering the technical equipment, characteristics and expectations from the workplace of the Z generation, they can be seen as an important business resource for companies. So much so that the fact that this generation is practical, realistic, open-minded, collaborative, innovative, productive, diverse and conscious individuals in almost every issue emerges as an undeniable benefit circle for companies. This generation has the potential to successfully use both areas at the same time without any difficulty between the online and non-online world. In this context, providing a work environment for company executives to make them feel suitable and comfortable can significantly increase their work efficiency. In addition, this generation wants to be taken seriously and their words taken into account because they research, observe, and generate ideas. The manager of a generation Z individual should listen to him/her and make him/her feel confident in his/her words. Thus, the individual's self-confidence increases in the work environment and can play a more active role in the work done. In addition to all these, the generation Z may want to prefer to have private areas for relaxation and socialization. In this context, managers should provide flexibility to their employees and not establish a rigid framework in line with the rules.

In the context of this research, in addition to the common features of the Z generation, each data obtained was analyzed according to age and gender criteria. Although it turns out that the age factor does not make a significant difference, it was concluded that the gender factor may be taken into account in some cases. It has been determined that women are more indecisive than men on issues such as work-life balance, level of commitment to the workplace, and rapid adaptation to the work environment. In addition, it was concluded that the participants thought similarly about impatience and introversion according to gender in terms of characteristics. In this context, it can be said that this study provides decisive information that is thought to be useful in understanding Generation Z and how it is managed in the business environment.

Work and workplace preferences will change as generations change. A number of information has been obtained about the expectations of the Z generation group, which is discussed within the scope of the research, from the workplace. This information may help employers and other generations. In this context, companies have to understand the group they want to hire. Thus, companies can present

motivational elements for employees and actualize company goals more easily in this direction. More studies should be conducted on the generation Z, whose ore and determining features are increasing day by day, and some factors such as working hours, work-life balance, and adaptation level, which are considered to be important in the workplace and affect motivation, may be addressed by gender. The gender factor between generations may be examined taking into account the behavior and attitudes in the workplace, and it should be observed whether there is a difference between men and women. The stage at which female employees, who have struggled more than men to stay in business life, have reached in the era of this new generation should be investigated. At the same time, the impact of family and environment on the decisions of Generation Z should be addressed. Whether the generation Z makes a decision with their own ideas or with the suggestions and ideas of the immediate environment is also worth researching. Thus, the character analysis of this generation can be made. Each of this information will provide great convenience for organizations to prepare their structures correctly for this new generation.

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6. Adds:

Add 1: Survey Questions

Z Jenerasyonunun Organizasyonlardaki Staj Programlarına Bakış Açıları

Bu araştırma üniversite öğrencilerinin kurumsal firmalardaki staj programlarına olan bakış açıları hakkında bilgi toplamak ve değerlendirmek amacıyla yapılmaktadır.
Anket soruları ortalama 3-5 dakika sürecektir. Katılım gönüllülük esasına dayalıdır.
Cevaplamak istemediğiniz bir soru varsa atlayabilir veya katılımdan tamamen vazgeçebilirsiniz.
Bu araştırma bağlamında bilgileriniz gizli tutulacak ve sadece dersin eğitmeni Dilek Sağlık Özçam ile paylaşılacaktır. Araştırmanın çevreye ve insanlara herhangi bir zararı yoktur.
Sağlayacağınız bilgiler araştırma için çok değerlidir. Katılımınız için teşekkür ederiz.
Sorularınız için eeltkmz@hotmail.com adresinden ulaşım sağlayabilirsiniz.
Not: Z jenerasyonu 2000 ve sonrasındaki yıllarda doğan nesil olarak tanımlanmaktadır.

I. Demografik Bilgiler

1. Yaşınız:

a. 18
b. 19
c. 20
d. 21

2. Cinsiyetiniz:

a. Kadın
b. Erkek
c. Belirtmek istemiyorum

3. Sınıfınız:

a. 1
b. 2
c. 3
d. 4

4. Aylık Hane Halkı Gelir Durumunuz:

a. 2500-4500

b. 4501-6500

c. 6501-8500

d. 8501-10500

e. 10501-12500

5. Hangi sektörde staj yapmak istersiniz?

a. Kamu

b. Özel

6. Staj yeri seçiminde sizi etkileyen faktörler nelerdir? Birden fazla işaretleyebilirsiniz.

a. Lokasyon

b. Arkadaş/Aile/Akademisyen tavsiyesi

c. Okuduğum programla uygun olması

d. Hedeflerime uygun olması

7. Staj sürenizin ne kadar olmasını tercih edersiniz?

a. 2 ay

b. 4 ay

c. 6 ay

8. Esnek çalışma saatlerinden faydalanmayı tercih ederim cümlesine; (Esnek çalışma saatleri, geleneksel vardiyalı sistemden farklı olarak, farklı zaman ve mekanlarda çalışma imkanı sunulmasıdır.)

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

9. Sosyal hayatım benim için iş yaşamından daha önemlidir cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

10. Sizce bir kurumun değerleri nasıl olmalıdır?

a. İş-yaşam dengesini sağlayabilen

b. İş tanımınızı destekleyecek işler veren

c. En az ayda bir defa eğitim ve gelişim programları düzenleyen

d. Sürekli ve anlık geri bildirim sağlayan

e. Sosyal aktiviteler sunan

f. Zorlayıcı ancak geliştiren görevler veren

g. Çeşitliliğe saygı duyan ve destekleyen

h. Adil ücretlendirme yapan

11. Çalışırken genellikle online kaynaklardan faydalanırım cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

12. Uzun ve yorucu çalışma saatleri benim iş verimimi düşürür cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

f. Kesinlikle Katılıyorum

13. Staj yaptığım firmadaki yönetici/yöneticiler tarafından sürekli takdir edilmek

isterim cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

14. Sürekli ve anlık geri bildirim almak beni memnun eder cümlesine;

a. Kesinlikle Katılıyorum

1 2 3 4 5

e. Kesinlikle Katılmıyorum

15. Staj yaptığım kurumda resmiyet benim için önemlidir cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

16. Staj yaptığım kurumda samimiyet benim için önemlidir cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

17. Çalışacağım kurumda sosyalleşme alanları olmasını isterim cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

d. Kesinlikle Katılıyorum

18. Takım çalışmalarında lider olmak isterim cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

19. Yöneticilerin bana güvenmesi motivasyonumu arttırır cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

20. Ekip arkadaşlarımın bana güvenmesi motivasyonumu arttırır cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

21. Staj programlarının beni iş yaşamına hazırlayacağını düşünüyorum cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

22. Yöneticim ile aramdaki yaş farkı arttıkça fikir ayrılığı yaşayacağımızı düşünüyorum cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

23. Kendi yaşıtlarımla daha iyi anlaştığımı düşünüyorum cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

24. Üstlerimle sorun yaşadığım takdirde kolaylıkla çalıştığım kurumu değiştirebilirim

cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

25. Astlarımla sorun yaşadığım takdirde kolaylıkla çalıştığım kurumu değiştirebilirim

cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

26. İş yerinde fikir ayrılıkları yaşadığımda bunu yüz yüze iletişim ile çözmeye çalışırım

cümlesine;

a. Kesinlikle Katılmıyorum

1 2 3 4 5

e. Kesinlikle Katılıyorum

27. Staj programlarının kolay iş bulmanıza yardımcı olacağını düşünüyor musunuz?

a. Evet

b. Hayır

c. Kararsızım

28. Sabırsız olduğunuzu düşünüyor musunuz?

a. Evet

b. Hayır

c. Kararsızım

29. Z kuşağı için söylenen "içe dönük" ifadesine katılıyor musunuz?

a. Evet

b. Hayır

c. Kararsızım

30. Staj yapacağınız kurumda duygusal bir bağ kurar mısınız?

a. Evet

b. Hayır

c. Kararsızım

31. Kendinizi ait hissettiğiniz bir kurumdan daha iyi bir iş fırsatı için kolayca ayrılabilir

misiniz?

a. Evet

b. Hayır

c. Kararsızım

32. Staj yapacağınız kuruma hızlıca adapte olabileceğinizi düşünüyor musunuz?

a. Evet

b. Hayır

c. Kararsızım

33. Staj yapacağınız kurumdan beklentileriniz nelerdir?

a. İş beklentilerinin gerçekçi bir şekilde açıklanması

b. Doğru iş tanımını vermesi

c. Seyahat olanağı sağlaması

d. Eğitim ve gelişim için teşvik etmesi

e. Yüz yüze iletişimi desteklemesi

f. Online iletişimi desteklemesi

Add 2: Hypotheses Questions and Literature Scale:

Hipotezler	**Kaynak**	
Z kuşağının sabırsız olduğunu düşünenleri cinsiyete göre ele alacağız. Literatürde genel olarak bu kuşak ile ilgili sabırsız ibaresi kullanılmıştır.	Aka, 2017	2. ve 28. soru
Literatüre göre Z kuşağının çalıştıkları firmalara olan aidiyetlik duyguları zayıftır. Biz bu konuyu cinsiyete ve yaşa göre ele alacağız.	Taş ve Demirdöğmez ve Küçükoğlu	1., 2. ve 30 ve 31. sorular ile
Literatüre göre Z kuşağı iş tercihlerinde (staj yeri) aile ve çevresel faktörlerden etkilenmektedir. Biz bunu yaş ve cinsiyete göre ele alacağız.	Goh ve Lee, 2018	1.2. ve 6 soru ile
Z kuşağı literatüre göre esnek çalışma saatlerinden faydalanmayı tercih eder. Biz bu konuyu yaş ve cinsiyete göre ele alacağız.	Berkup, 2014	1.2 ve 8 ve 12. soru ile
Z kuşağı literatüre göre çalıştıkları kuruma kolay adapte olabilir. Biz bunu yaş ve cinsiyete göre ele alacağız.	Iorgulescu, 2016	1., 2. ve 32. soru ile
Literatüre göre Z kuşağı sürekli olarak aynı işleri yapmaktan sıkıldıkları için iş değiştirme eğilimindedirler. Biz bu konuyu gelir dağılımına ve yaşa göre ele alacağız.	Sarraf ve Isfahani ve Fathi, 2017	1.- 4. ve 24. 25. soruları ile
Literatüre göre Z kuşağı çatışmalardan kaçınmakta ve farklı bakış açılarını kabul etme eğilimi göstermektedir. Biz bu konuyu yaş ve cinsiyete göre ele alacağız.	Francis ve Hoefel, 2019	1.-2. ve 29. soru ile
Z kuşağı literatürde sosyal ilişkilerine çok önem verdiği için iş ve yaşam dengesinin iş yerlerinde sağlanmasını istemektedir. Biz bu konuyu yaş ve cinsiyet açısından ele alacağız.	Kirchmayer ve Fratricova, 2017	1.2. ve 9. ve 17. sorularla
Literatüre göre Z kuşağı her zaman online kaynaklar üzerinden iletişim kurmayı tercih eder.	Iorgulescu, 2016	