

## EXPLORING THE Z GENERATION'S WORK ENVIRONMENT DYNAMICS IN KURDISTAN: A COMPREHENSIVE INVESTIGATION

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### **Abstract**

*This study investigates with a special emphasis on the Z Generation in Kurdistan, Iraq, this study report seeks to offer insightful information about the expectations and beliefs of various generations in the workplace. The study clarifies how these various expectations emerge in the workplace by looking at the unique preferences and cultural norms of each generation. The importance-performance analysis approach was used to collect data from businesses in Kurdistan that employed both male and female workers from the Y and Z Generations. The results show that people from the Y Generation are more productive overall, exhibit a better balance between work and other duties, and have fewer issues with their managers and employers. The Z Generation, in contrast, experiences more conflicts, issues, and discontent with their managers and struggles to strike a healthy work-life balance. Anyone interested in learning more about generational disparities and expectations, particularly in the context of Kurdistan, Iraq, can benefit from this research, which is supported by a number of sources and references.*

**Keywords:** *Generations, Y Generations, Z Generations, Work Environment.*

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### **1. Introduction**

According to Smith & Clurman (1998), the word "generation" often refers to a collection of individuals who have gone through similar life experiences, including those related to pop culture, politics, natural disasters, and world events. The unique life experiences that are introduced throughout formative years develop values irrevocably (Smith & Clurman, 1998).

The concept of "generation," "generation gap," and related terms developed from generational theory are neither new (Mannheim, 1952) nor uncontroversial (Donnison, 2007; Huntley, 2006). Additionally, there are several competing versions of generational theory that can be used as trustworthy and acceptable sources for theorizing utilizing this framework; there is not one approved or "true" version.

Although there has been debate over the precise preferences and cultural norms of each generation, it is generally acknowledged that these varied expectations manifest themselves in the workplace in a number of ways (Wong et al, 2008). Different generations have different viewpoints regarding what defines, for instance, a good working atmosphere (Budur & Demir, 2019b; Demir & Bulut, 2018). A workplace that is pleasant for one generation may probably be considerably different from one that is satisfying for another (Kapoor & Solomon, 2011). A firm may substitute collaboration and unity among its employees of all generations by knowing how to appeal to and motivate them (Becton et al., 2014; Budur, 2018). It can also avoid issues that arise from the nonexistence of quality communication (Torlak et al., 2021).

Every generation of employees is exceptional, valuable, and dissimilar compared to any other, but in truth, one tends to regard the other differently depending on their own expectations and life experiences (Angeline, 2011). Additionally, a study by Yusoff & Kian (2013) found that "generation cohorts have their own groupings of traits, including expectations at work and ambitions. Moreover, Benson & Brown (2011) assert that some traits vary between generations. It has been observed that younger generations draw inspiration from elder generations' pasts to create their own unique identities (Erickson, 2009). A generation is more than just one of the numerous things that define who we are.

We encounter a wide range of personalities and attitudes at work. Generation is defined as an "identifiable group that shares birth, years, age, location, and significant life events at critical developmental stages," according to research by Angeline (2011) citing Kupperschmidt (2000).

Generations behaviors are different in work. Mannheim (1952) emphasized that biological reasons cannot fully explain the variations across generations. He was one of the first scientists to point out important variables that affect how different generations behave and how they differ, and he asserted that social change affects how different generations think and act. For this reason, it is crucial to consider social, political, economic, and historical variables that could influence or even alter the basic traits and characteristics of the generations. The scientist

argued that generations can differ with a specific intrinsic behavior or share a certain knowledge while critiquing the dichotomous approach that was popular in the 19th century. According to many (Brown, 2012; Wong, Gardiner, Lang, & Coulon, 2008), this generation has a sense of entitlement and an upbeat attitude toward life as a result. (States Glass, 2007).

Hence, in the long run, the elements outlined will define various traits and characteristics, separating one generation from the next (Sajjadi & Castillo, 2012). The sociologist also looked into the generational divide, emphasizing that people who belong to the same social formation are linked by their shared birthdates and that, as they grow older, they will inevitably clash with an earlier culture and may even feel a desire to change it (Kraniauskien, 2002).

There are certain changes between generations, according to research explicitly addressing labor ideals (see Twenge, 2010 for a review). Jurkiewicz (2000) compared Generation X and Baby Boom workers and found that while Gen Xers placed "freedom from monitoring" higher, Baby Boomers scored "opportunity to learn new things" and "freedom from pressures to comply both on and off the job" higher. Cennamo and Gardner's research (2008) revealed that Baby Boomers valued status less than Generation X or Y workers. Workers from Generation Y agreed that workplace independence should be given more weight.

According to Statnick et al., (2019), Generation Z employees are only marginally interested in work, although this finding does not entirely corroborate other studies. According to a recent study, Generation Z individuals, who make up a quarter of the population, they want greater autonomy than previous generations. Kirchmayer and Fratiová (2018) discovered that Generation Z still valued face-to-face contact despite their affinity for technology.

The oldest members of Generation Z, those who are around 25 years old or younger, have just started working. Workplaces have undergone various modifications recently, including the construction of gyms and extending the availability of work-from-home programs, and companies holding social events are all ways to entice top, young talent. Some of these activities were taken to please Generation Y (Millennials), while others will be highly advantageous to and pleasant to Generation Z, regardless of whether that was the intention. The management and human resource departments of a company may face new difficulties as a result of certain significant distinctions between Generations Y and Z. (Dimock 2019).

Generation Z, for instance, wants to do their task properly to impress their supervisors, therefore, if you want Generation Z to be confident in their job, you should definitely consider

receiving superior training. The goal of this thesis is to examine how Generation Z behaves at work and how their professional aspirations and goals may influence employers' hiring and retention practices. A survey evaluating the traits of Generation Z and their preferences for working conditions, communications, and perks for employees is included in this thesis. In addition to the poll results, a discussion of Generation Z traits will result in recommendations for how businesses should plan for and accommodate millions of Generation Z employees now and in the future. (Harris 2020).

In Kurdistan, to the best of our knowledge, there is no particular research that studied generations in the work environment. In the Kurdistan Region of Iraq, there are a host of job opportunities. Besides, specifically, the Z Generation faces problems due to the lack of experience they have. However, they have specific expectations to become successful in their work lives. To get used of their capabilities and potential, it is crucial to understand their expectations and conform to them. In this regard, the purpose of the current research is to bring new insights related to the Z Generation in the work environment, particularly in the Kurdistan Region of Iraq. Secondly, it was aimed to compare the expectations of the Z Generation with Y Generation members in the work environment.

## **2. Literature Review**

### **2.1 History of Generations**

A generation is a collection of people who were born around the same time, typically within a 20-year window. However, generations have a special significance since their members frequently go through significant life transitions and experiences at certain historical moments that go on to

Define their lives. Sheila Carr. Generations are defined by a specific amount of time and common experiences depending on social and historical background (Lyoss and Kuron 2014).

Every generation has its own specialty and so many tragic events. We have seven generations. Greatest generation (1901-1927), Silent generation (1928-1945), Baby boomers (1946-1964), Generation X (1965-1980), Millenials or Generation Y (1981-1996), Generation Z (1997-2012), Generation Alpha (2013-2024).

Each generation has its own world events and technological, economic, and social shifts, they are different in so many things just as age and people's view of life. The opinions of older and younger persons can fluctuate over time. Although it is possible that ancient historians were aware of contrasts based on discontinuity at a time of significant political and cultural change, the classical writing of history did not address this additional premise as far as is currently known (Jaeger, 1977). How did current older individuals feel about a particular topic when they were younger, and how attitudes have evolved through time? When we say they are not similar we mean that each of them has different ways of thinking and giving things value. Reacting to situations is also not the same, an older adult can fight in war and even win the war, but a young adult of a different generation can work in an office and be successful in his work just like the older adult was successful in his blessed job (Nombe, 2017).

The greatest way to understand generational relationships in old age is in the context of one's complete life course and the historical changes that have affected people at different times throughout history. Individual and familial experiences shape them.

And by the historical events that have had an impact on people's lives. A life course viewpoint sees older people as age cohorts traveling through historical time rather than as a homogeneous group, with each cohort having unique life experiences affected by the circumstances they encountered earlier in life (Hareven 1978b, Elder 1978).

It is then possible to identify the shared traits of individuals within these generational groups because of the scientifically supported differentiation between generational cohorts (Gross, 2023). The main output is a method for classifying generations into groups that include five main steps: identifying indicators-identifiers for generations, establishing an initial database of indicators, compiling evaluation tables, classifying generations into groups according to each indicator, contrasting the results, and allocating the population by groups according to the identified indicators. According to Pilcher (1994), the sociological theories marginalized the study of this concept, so the researchers only started to consider the definition of this term as another challenge for the academic community at the beginning of the 1990s. This suggests that the history of the evolution of the concept of generation is relatively recent.

The technique for telling time Ranges of generations and the outcomes of using this methodology (in contemporary Russia) enable the use of the information obtained to solve a variety of economic and social problems, including studying the characteristics of

representatives of generations and predicting the signs and timing of the emergence of new generations in society. The suggested approach can be utilized for marketing as well as scientific studies to assess the current generations in a given nation and to support policies that support the transfer of society to the ensuing stages of generational development (Gross, 2023).

### **Greatest Generation (1901-1927)**

This generation includes people between the ages of 94 to 120 years. The greatest generation refers to the American generation that grew up in the Great Depression and later participated in World War II. They are frequently referred to as the World War II Generation or the G.I. Generation. This generation developed a strong will to endure hardship and solve problems. According to Ensign (June 13, 2020), the characteristics of this generation are (personal responsibility, humility, work ethic, frugality, commitment, self-sacrifice, and integrity).

### **Silent Generation (1928-1945)**

Silent generation includes people between ages 76 to 93 years, these years range from the beginning of the Great Depression to the end of World War II. People born during this time are also called Radio Babies and Traditionalists. This generation of people includes the United States area. They have similar characteristics and behavior because of war and economic troubles. The characteristics of this generation are (respectful, thrifty, loyal, traditional, self-sacrifice, flexible scheduling, and responsible) as mentioned by (Smith, 2020).

### **Baby boomers (1946-1964)**

They are the largest generation in all history between ages 57 to 75 years. Even though boomers have the highest salaries of any age group, they rate their overall quality of life lower than people from earlier generations, and they are more concerned about their ability to keep up with inflation according to Beresford Research. In other ways, we can say they are a creative and productive generation. The characteristics of the generation are (value relationships, goal-centric, self-assured, and resourceful) said by (Smith, 2020).

### **Generation X (1965-1980)**

Generation X includes people between the ages of 46 to 56 years. Also, Gen X have lived through a period of particularly low-interest rates, which has hurt their capacity to raise the value of their financial holdings. Gen X investors' early exposure to significant market drops

appears to have made them more risk-averse. According to (Kagan, 2022). The characteristics of this generation are (independent, flexible, critical thinking, and self-reliant) according to (Smith 2021). They depended on themselves and wanted to do their best in situations, Even though they went through a rough time because of the effect of World War 2, they didn't have a very brightest outlook for the future.

### **Millennia's Generation (1981-1996)**

People between the ages of 25 and 40 are referred to as millennials. The Net Generation, also known as Generation Y, has a significant level of individual heterogeneity within each generational cohort. However, the environment of each generation has an impact on those people in ways that could be seen as universal traits. Millennials have a propensity to be confident because they were told to "follow your dreams" and that they were unique as youngsters (Nielsen, 2021). The confidence of the millennial age is generally good quality, although it may occasionally overflow into areas of entitlement and narcissism. According to Tech Target Contributor. Their characteristics are: Good at accepting change, value working as a team, they are curious and ask for knowledge, they like feedback to make their work better, and like visiting libraries more than other generations.

### **Generation Z (1997-2012)**

According to (Meola, 2023) Generation Z, often known as Gen Z, is also commonly referred to as Gen Z or Centennials. The first generation to be wholly digital natives is Generation Z. They are people in the age range of 9 to 24. In contrast to millennials, who witnessed the development of the Internet while continuing to utilize landlines and cable television, Generation Z have lived their entire lives completely connected to the digital world. One in four Generation Z who identify as Hispanic are racial and ethnic minorities, making up close to 50% of the population (Eldridge, 2023). Most of them have never lived in a world without cellphones, and they have all lived during a time when social media and streaming entertainment were widely used. They use the Internet and interpersonal communication in ways that are different from those of previous generations. Generation Z has a propensity to favor anonymous social media platforms, unlike Millennia's, who went through a period of intensely personal and public posting on Facebook, Twitter, and blogs. Such as Whisper and Snapchat, which let users set a maximum audience and have messages vanish after the receiver sees them. According to (Eldridge, 2023). Their characteristics are racial diversity, they are our first digital natives,

pragmatic and financially minded, shrewd consumers, and lastly, they are politically progressive.

### **Alpha Generation (2013-2024)**

It includes children under age 8. The beginning of Generation Alpha coincided with the release of the iPad by Apple, the introduction of Instagram, and the selection of "app" as the word of the year by the American Dialect Society said by (Ratnam, 2020). This group has grown up in a technologically advanced environment and sees digital tools as more than just a trendy accessory. Although some analysts have already referred to COVID-19 as a "defining moment" for Generation-Alpha, it is still too early to predict how the pandemic will affect American families and the country's future. The characteristics of this generation are: their learning is highly personalized, they will be the most educated generation in history, Social media will be their dominant mode of interaction, they don't play with the rules, in their Generation religion will be out of window, and lastly they will make a new type of employee at work, They're passionate about inclusivity, They love a trip to the movies according to (Nuttall, 2022).

## **2.2 Differences between Generations**

### **Greatest Generation and Silent Generation**

Characteristics: The greatest generation, were rational, creative, non-dogmatic thinking, quick decision-making, persistence, interpersonal connectivity, honesty, self-control, optimism, and a positive outlook on life. These characteristics helped them defeat Hitler, build the American economy, make advances in science, and implement visionary programs like Medicare (Nancy, 2016). A silent generation had difficult days growing up, which were afterward followed by prosperous years, and they were calm, strong, and independent people. They were also people who believed in the future and had bright vision, (Ramaiyer, 2017).

Events: The greatest generation has seen a lot of tragedies like The Great Depression 1929–1939) and global unrest (World War II 1939–1945). Some researchers made an effort to ascertain the origin of the response, which came in waves and swept across America's typical fault lines—rich and poor, conservative and liberal, rural and urban, faith and nonbeliever—and to pinpoint its exact location. "The Second World War, which was fought across all seven continents and all of the world's oceans, is the largest single event in human history. It materially destroyed much of civilization's core while also killing fifty million people and



injuring hundreds of millions more." According to Brokaw (2000). The silent generation's most common events were the Korean War and The New Deal. The Silent Generation lived experience as resistance to nostalgia. Because of the ending of the Second World War, they experienced great depression for what they experienced.

### **Differences between Baby Boomers and X Generation**

Characteristics: Strong work ethic among baby boomers the baby boomer generation doesn't mind working long hours. This generation is resourceful, self-assured, and has lofty aspirations. They are also resourceful and self-assured. According to Pappas (2016), even if baby boomers might not be "digital natives," they might still gain from learning about technology. Since their parents established a child-centered family because of certain hardships, this generation received a lot of attention from their families. This generation, also referred to as the "me generation," is exclusive and selfish. One billion infants were born during this time period; therefore people of this generation were constantly forced to be competitive and individualistic. Generation X communicates forcefully and places a big emphasis on the media, claims (Derecske, 2017). The Y or Net generation comes after them. They are virtually as numerous as the baby boomers. Its members are incredibly productive in both jobs and school. They quickly process the information gathered, and disseminate it among their friends and acquaintances, aiding in its interpretation and assimilation.

Events: Many tragedies have been witnessed by baby boomers. The events that shaped their personalities and left their imprints on them include the Watergate Scandal, the Vietnam War, personal computers, the death of Elvis Presley, the Three Mile Island accident, the Iran Hostage Crisis, John Lennon's assassination, the first AIDS cases, the Space Shuttle Challenger disaster, the fall of the Berlin Wall, the Gulf War, and a rapidly developing technology that could allow for the live broadcasting of this war on television. The Watergate Scandal, Vietnam War, Personal Computers, Elvis Presley's passing, the Three Mile Island Accident, the Iran Hostage Crisis, John Lennon's murder, the First AIDS Cases, the Space Shuttle Challenger Disaster, the Fall of the Berlin Wall, the Gulf War, and Iran Hostage Crisis are among the events that define Generation X, according to (Paysal, 2014). The circumstances that shaped their personalities and left their imprints on them included a swiftly evolving technology that would make it possible to broadcast this battle live on television. Generation X consists of individuals who are analytical, quick to locate what they're seeking, and innovative. They became more creative

as a result of growing up in a more constrained environment than the generations who came after them and learned to tolerate diversity as a result of the changing world (Paysal, 2014).

### **Differences between Generations (Y, Z, and Alpha)**

They have a lot of differences such as age, work environment, events, and personalities.

Characteristics: Generation Y are people ages 25 to 40. They were the foundation of the internet and social media which till now useable and have become the most valuable things nowadays, and also will control the coming generations. They were life changing generation. According to (Strauss and Howe, 2000.) They were lifestyle changes, fun Self-discovery, they made relational friends, supported little brand loyalty, and made more work opportunities, also uncertain spenders, short-term wants, credit-dependent, visual, kinesthetic, multi-sensory, participative, viral, through friends, unstructured, interactive, consensus, creativity, and feelers.

Generation Z were born around the turn of the millennium, they do not remember a world without the internet. They use the internet and social networks, and exhibit "global connectivity," flexibility, intelligence, and tolerance of other cultures. They primarily communicate through social networks, Gen Z are information consumers and providers, and they possess excellent device skills and have more information about devices. They have a large number of online contacts, and they can multitask (blogging, listening to music, writing emails) and make decisions more quickly according to (Emese, 2016).

Alpha Generation is more invested in the internet and people call them the generation of iPads. Many traits can be used to describe Generation Alpha. With 2.5 million babies born worldwide each week, this generation is entirely a product of the twenty-first century (McCrindle, 2018a). Their lives have been significantly impacted by technology since even before they were born. At the beginning of this generation, iPads were introduced. Social media has a significant influence. These visual learners choose voice control over written or typed content, and they are more visual learners. This generation multitasks and uses many screens. To augmented reality, they are more receptive. "They are the most materially endowed and technologically literate generation to ever grace the planet!" (McCrindle, 2018).

Events: According to (Eckleberry-Hunt, and Tucciarone, 2011) Uncertainty characterizes Generation Y. The events of September 11, 2001, additional terrorist threats, globalization, a severe economic downturn, school violence, and an outbreak of severe acute respiratory

syndrome were among the significant events. Generation Y has a reputation for being overprotected and overscheduled. Z Generation is one of the most peaceful generations because there is no very important event that happened in their age but we have a few events just like Tanner mentioned (2019)

- Social networking, war, smartphones, and mobile-first
- Texting During the Great Recession
- firearm violence
- Barack Obama's Election: Shared Family Duties
- Climate Change Always Connected Connection
- Volunteerism
- Social Responsibility of Corporations
- Arab Spring Democracy Movements
- Women's equality
- Oil Leak on the Deepwater Horizon

Generation Alpha is not a complete Generation because they are still kids and even unborn kids are included in this generation. Not many events happened but one event changed everything in the world for almost 2 years and a half, and the event was corona or Covid 19 disease. It made every single country in the world quarantine and every person must wear masks and must have distance. Since 2020 a lot of things have changed just as the world's economy and so many people have financial diseases, daily A lot of bad things happened to people and made people die. Since then, no bad things happened to this generation.

### **Y and Z Generations in the Work environment**

Generation Y, also known as the millennial generation (Schäffer, 2012), was the first wave of individuals born into a world defined by technology. They are highly skilled in digital knowledge, which allows them to quickly adapt to and learn the use of new IT tools and devices. This generation is open to change and tends to focus on the present rather than planning for the future. They desire to enjoy themselves in their own world and do not typically arrange long-term planning. Cennamo and Gardner (2008) assert that the Y generation appreciates collaboration and socialization at work. They are encouraged to put in a lot of effort to achieve their objectives and look for opportunities for both personal and professional

advancement. This generation is prominent for being highly knowledgeable about the digital world. They desire workplace flexibility and embrace work-life balance.

The Y Generation's preference for flexibility and a work-life balance is one of its defining traits in the workplace. This generation values their free time and leisure activities highly and tries to include these into their work schedule. Additionally, they are renowned for preferring an openly shared and collaborative organizational structure known as a flattened organizational structure (Cennamo & Gardner, 2008). The Y Generation also possesses a high level of digital literacy, which helps to make it possible for them to immediately adapt to and pick up the use of new IT tools and gadgets. When individuals can operate remotely, they are frequently more creative since they are at ease using digital communication tools (Twenge, 2010).

People who were born between the late 1990s and the middle of 2010 are referred to as members of the Z Generation, often referred to as Generation Z or the post-millennia (Kowske, Rasch, & Wiley, 2010). This generation has been characterized as being tech-savvy and having a strong affinity for digital communication since they have grown up in a society that is highly linked and technologically focused. According to Kowske et al. (2010), the Z Generation values independence, invention, and a sense of purpose in the job. They are drawn to businesses that residence a strong emphasis on sustainability and social responsibility as they look for chances for personal growth and development. In addition, this generation is renowned for its multitasking talents and demand for stretchy work schedules (Twenge & Campbell, 2009). In the workplace, the Z Generation varies significantly from earlier generations in part because of how they view authority. Because the Z generation is frequently characterized as being more unconvinced of authority and conventional hierarchies, they place a high importance on directness and transparency in the workplace (Kowske et al., 2010). In addition to being extremely diverse in terms of gender and race, the Z Generation is also known for being more accepting of other people's lifestyles and worldviews than earlier generations (Twenge & Campbell, 2009).

### **3. Methodology**

#### **Procedures**

Data from some companies that had male and female employees among the companies which is 4 companies, one school, and one university, and were from the Y and Z Generation names of them such as (Shisha company, Zarya company, Zero company, Tishk International

University, znar school, and south Kurdistan), The data collection started in 26/04/2023 and was ended in 01/06/2023. The number of data was 84 data which 50 of were Z Generation, 34 were Y Generation, 54 were men and 30 were women, The questionnaires were convenient because it was specific for the Y Generation and Z Generation.

The method used in the analysis was importance-performance analysis, this method is used to make the financial information self-explanatory and understandable. There are four quadrants in this method,

Quadrant I, (High Importance, High Performance): The components in this quadrant are both very significant and extremely effective. Because they match or surpass customers' expectations, these elements are regarded as strengths. To keep their competitive advantage, organizations should work to maintain and improve their performance in these areas.

The elements in Quadrant II (High Importance, Low Performance) are those that are essential to customers or stakeholders but are underperforming. These elements are seen as flaws or areas that can be strengthened. To improve performance and satisfy customer expectations, organizations should concentrate on tackling these issues.

Quadrant III (Low Importance, High Performance): This quadrant represents factors that have low importance to customers/stakeholders but are performing well. These factors are considered low priority and are not critical to customer satisfaction. Organizations may choose to maintain their current performance in these areas or allocate fewer resources to them.

Quadrant IV (Low Importance, Low Performance): This quadrant represents factors that have low importance and low performance. These factors are considered low priority and may not significantly impact customer satisfaction. Organizations may choose to allocate minimal resources to these areas or discontinue them altogether.

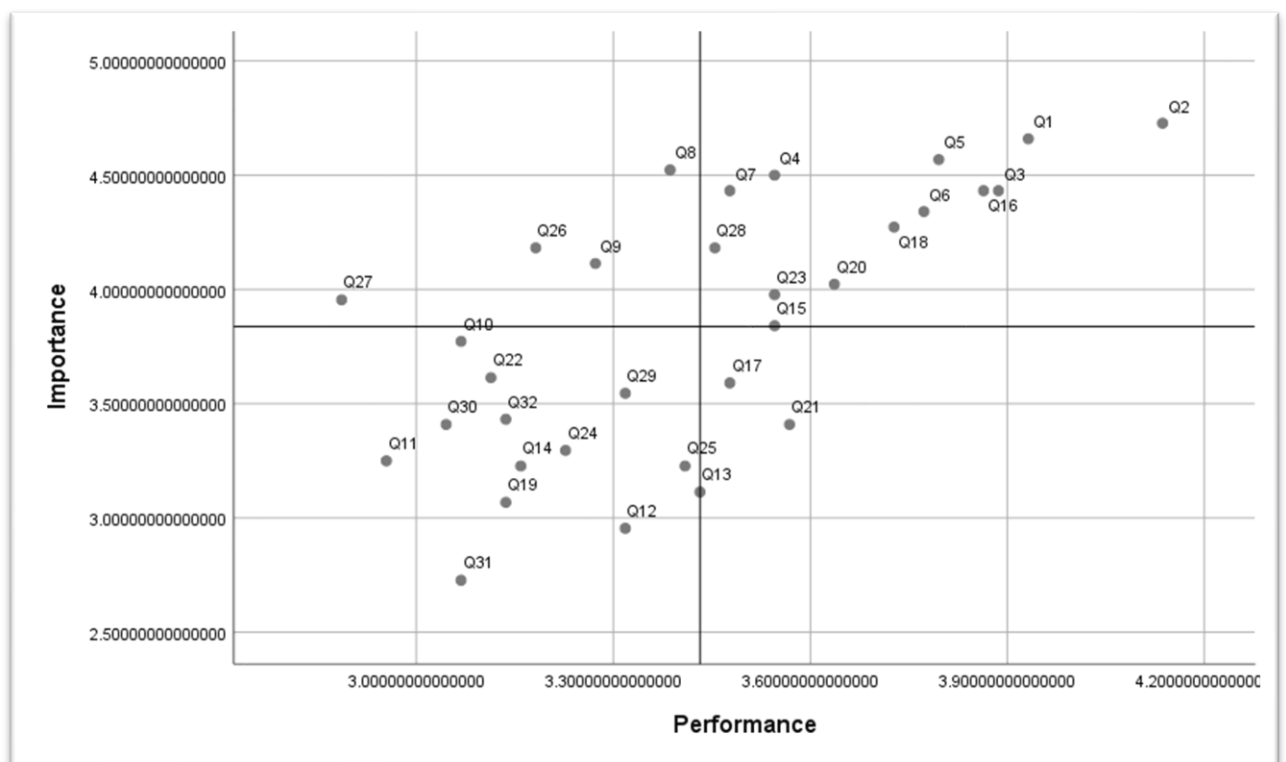
#### **4. Research Findings**

This study's aim is to offer fresh perspectives on the Z Generation workplace dynamics, notably in Iraq's Kurdistan Region. Second, it was intended to compare the expectations of people from the Z Generation with people from the Y Generation in the workplace. Third, to show the differences between the two generations in work life and their performance in that era. Accordingly, work life is an important factor that shapes the behaviors of the employees in the

workplaces in terms of satisfaction with the job, commitment, or increased performance (Budur et al., 2023; Demir and Budur, 2022; Tajeddini et al., 2023).

This section examines how the Z and Y Generation prefer their working environments. It talks about the significance and effectiveness of dimensions and the options that make up those dimensions. The investigation emphasizes the importance of work security beliefs for both generations as well as the significance of the interaction between employees and supervisors for the Z Generation. The preferences of the Y Generation are also mentioned, including a focus on comfort and a healthy work-life balance. The consequences of these preferences for better work-life and organizational success are discussed in this section.

Figure 1 Performance Analysis Result for Generation Z:



Q1, Q2, Q3, Q5, Q6, Q7, Q15, Q16, Q18, Q20, Q23, Q28 are within quadrant I which shows that based on the evaluations of Z Generation, those are the points in which organizations could perform well. The questions are:

It is important to me that my employer is approachable, understanding, and good at listening.

It's important to me to work for a company that holds itself to high moral and ethical standards.

I like bosses who are good communicators and provide clear expectations.

I want to feel physically comfortable at work— this includes feeling safe, having sufficient privacy, and being able to interact with.

I want my co-workers and managers to be passionate about the work we do.

I like it when my supervisor is a cheerleader for me. He or she should be invested in my success and help me grow in my career.

I would rather be told what to do rather than give input to my colleagues.

Receiving feedback about my work stresses me out—the less I have to hear about it the better.

I think it's important that my boss be treated with a higher level of respect. After all, I am less experienced than him.

I like bosses who are good communicators and provide clear expectations.

Having a personal relationship with my boss outside of work is important to me.

Figure 1, it was observed that 8 items of the “Social Investors” dimension of work environment evaluation based on the ideas of Z Generation were confirmed by the organizations. The social investor's dimension explains that those employees require their work to support their personal lives. By another meaning, those employees' priority is to protect their work-life balance. But when the specific questions and items, those employees evaluated as important and organizations found to be performing well at, are well focused it would be observed that they were related to the relations between employees and supervisors. In this sense, it can be concluded that from the social investor's point of view, the Z Generation was expecting their supervisors to be well acquainted and close to the Z Generation. Those 8 items of the social investor's dimension were important for the Z Generation and the organizations, where the Z Generation were working, were doing, and performing well at those points. Besides, because there were 17 questions in that dimension, the remaining items will be evaluated in the other quadrants.

Secondly, it was observed that the remaining items in quadrant 1 were related to the “Chill worker bees” dimension. This dimension measured the job security perceptions of employees. How afraid and stressed the employees are about their work and their bosses are measured in this dimension. In total, there were 9 questions to measure this dimension. Besides, only 4 of them were important and the organizations were performing well at them. The remaining questions were evaluated as importance-performance points in other quadrants.

Q8, Q9, Q10, Q26, Q27 are with in quadrant II,

Questions are.

I want my co-workers and managers to be passionate about the work we do.

I like it when my supervisor is a cheerleader for me. He or she should be invested in my success and help me grow in my career.

I want a manager who is easily approachable and quickly responsive.

If I don't have consistent professional training at my job, I will probably look for another job.  
I like learning new skills.

I don't care about my boss's qualities if I am at a good company.

As in the results, it was observed that social inventors are not usually comfortable with either their workplace or their coworkers and managers, based on the information of the Z Generation organization the employees are not totally concentrated on their performance despite the organization performing well, social inventors number one priority is their family and home life, based on that it can be another factor why employees aren't invested in their work life as much, while having a good organization, not all employees have a poor performance, social inventors have a great value of improving their self-esteem, confidence, and performance and because of the improvement of self-esteem and self-productivity, managers and coworkers can recognize their effort causing them to have a good relationship with each other, Those 3 items of social inventors dimension were important for the Z Generation and the organizations.

Secondly, Given the results, based on the Z organization system chill workers' top priority is being comfortable at the workplace and work environment, Z Generation does not quite care about the bosses or the manager's qualities as long as they are in the good and suitable work



environment, depending on the results it is observed that Z Generation generally doesn't consider leaving a company just to learn new skills or to have consistent professional training, they just go with what is most comfortable for them whether they will improve or not depends on the employees themselves.

Q11, Q12, Q14, Q19, Q22, Q24, Q25, Q29, Q30, Q32 are within quadrant III. This shows that based on the evaluations of the Z Generation.

I find work that challenges me to try or do new things the most rewarding.

I want a competitive benefits package that includes comprehensive insurance coverage (Dental, Vision).

Going out with friends from work can make work difficult—I prefer having social relationships not associated with my job.

When I commit to a job, I understand that it's my priority and that it may come at the sacrifice of my personal life.

I want to be able to leave work at work. The thought of taking work home with me is stressful.

Workplaces are the best places to meet cool people.

I want to work in places where I am now—the thought of making new connections is exciting.

Having a personal relationship with my boss outside of work is important to me.

The workplace itself should be aesthetically pleasing and stimulate creativity.

Traveling for work conferences and training provides meaningful opportunities for development.

Having too much freedom (being able to be on my phone or take frequent breaks) makes me less productive because I need more.

Given the result, the studies of the Z Generation organizations of "social investors" determine that due to the poor performance of the organization workers and employees are not surely sufficiently focused on challenging themselves, that factor can lead them to not have much experience in the social organization and not having the most reward, while social investors

care about the social impact of their work and their company's high ethical values, they prefer not to have a social relationship that is not associated with their job, those 3 items of social investors were important for Z Generation but most of them were not performing well.

Secondly, As in the result, chill worker bees need to be physically and emotionally engaged and comfortable at their workplace and have as much space as possible to get their work done efficiently and effectively, given in the result that may not be the case for chill workers of Z Generation, many people disagree about having their job as their number one priority and that they wouldn't care if even their home became their workplace because they are okay with bringing their work to home, chill workers of Z Generation are not entirely interested in having a good relationship with their boss or managers which leads them to think that making new connections at workplace as not an interesting activity, as long as their comfortable they don't mind working as solo or in a group.

Third, given the results, the Z Generation views their workplace for development purposes. However, with a bad organizational performance, the Z Generation can't really work to improve themselves in any way which they will have a very bad impact on the company's future because every employee should start with self-improvement and being able to be confident in their workplace to have a good performance and to help the company's improvement as well, with that being said coworkers should not have too much freedom at work or else they won't be able to focus.

Q13, Q17, Q21, and Q25, are within quadrant IV. This shows that based on the evaluations of the Z Generation.

I want to work at a place that has strict professional guidelines. Such as dress code and etiquette.

I want a clearly defined role where I don't have to go out of my comfort zone.

It is important that my employer provides me with the tools and resources I need to work effectively—keys to the office, and personal.

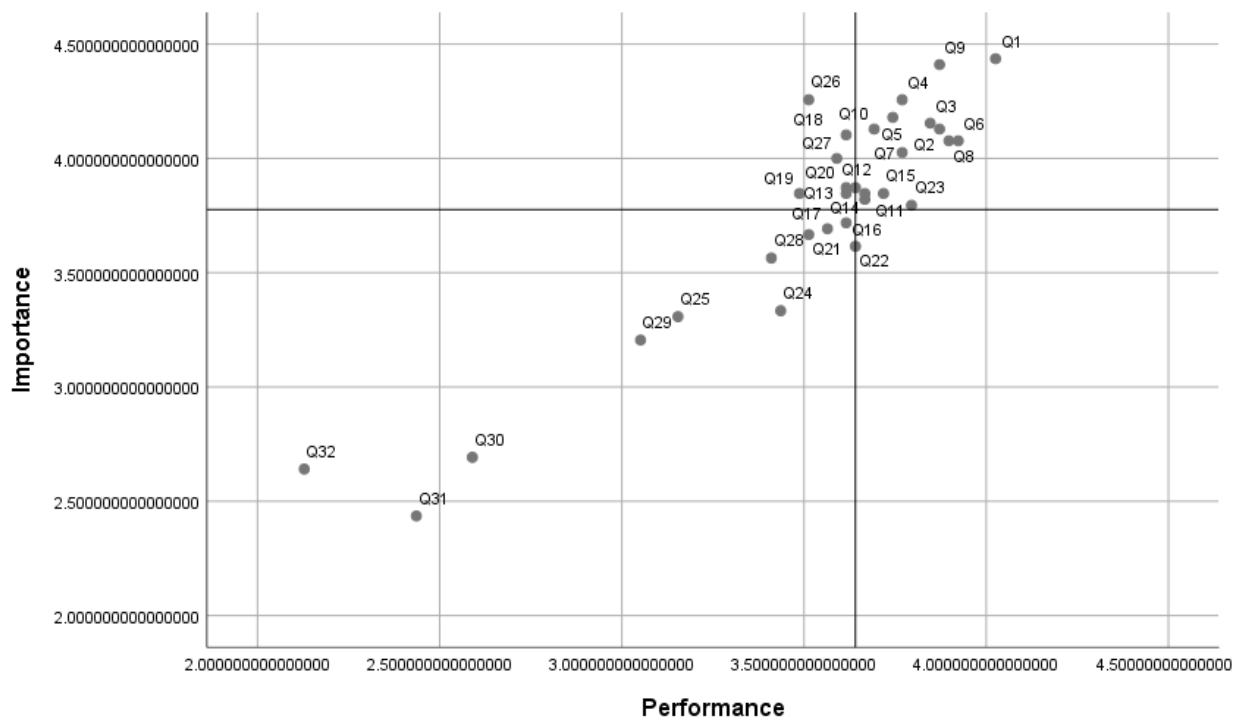
I want to work in places where I make new connections is exciting.

As a result, social investors of the Z Generation, have the desire to be the best and to work with passion. Further, they care about their work but also want to have a healthy relationship with their family, social workers want to have a workplace that has strict professional guidelines

and clearly defined roles where they wouldn't need to go out of their comfort zone but with an unfocused and non-understandable organization that would be a hard thing to do.

Given the result, as it was said before for chill worker bees of the Z Generation, comfort is their main priority in their workplace which means that they need to have their own tools and resources for them to work effectively and efficiently and keep their own space. But with a poor organization, these priorities will not be reached completely or they will not be reached at all, because for many companies their main goal is to be known or for their products to be known, but if the employees are not really comfortable in their workplace then the work won't be done effectively, keeping that in mind that if employees feel uncomfortable with their coworkers and colleagues, then they will not be excited to make new connections, which again leads to having a bad organization perspective.

Figure 2 Performance Analysis Result for Y Generation:



Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q8, Q9, Q11, Q12, Q15, and Q23 are within quadrant 1, which shows that based on the evaluations of the Y Generation, those are the points which organizations could perform well. The questions are,

It is important to me that my employer is approachable, understanding, and good at listening.

It's important to me to work for a company that holds itself to high moral and ethical standards.

I like bosses who are good communicators and provide clear expectations.

I want to feel safe at my job and not be afraid of getting in trouble for making mistakes.

I want to feel physically comfortable at work— this includes feeling safe, having sufficient privacy, and being able to interact with.

I want my co-workers and managers to be passionate about the work we do.

I like it when my supervisor is a cheerleader for me. He or she should be invested in my success and help me grow in my career.

I want a manager who is easily approachable and quickly responsive.

I find work that challenges me to try or do new things the most rewarding.

I want to work at a place that has strict professional guidelines. Such as dress code and etiquette.

Going out with friends from work can make work difficult—I prefer having social relationships not associated with my job.

I want a clearly defined role where I don't have to go out of my comfort zone.

I want to work in places where I am known—the thought of making new connections is exciting.

Figure 2 Given the results, social investors of the Y Generation are all about being sufficient and successful at work, they care about giving the best performance and getting decent feedback in return social investors like to keep their work life and personal family life separate, social investors want to feel physically comfortable at the workplace with a good relationship with their manager, that way employees can communicate well with their manager and

coworkers, which makes them feel more passionate towards their work and company because communication is the key to success in work life and they need to be understandable towards each other's opinion, social investors of Y Generation want their supervisor to be like a cheerleader with them in order for them to feel more confident in the job and to work more effectively, with a great performance from the organization social investors can keep up with their work and reach for bigger and bigger goals for the future.

Secondly, as a result, chill worker bees of the Y Generation are always thought of as being comfortable in the workplace, and in fact, being comfortable enough that they would find making new connections with new people an exciting activity.

Q10, Q12, Q13, Q18, Q19, Q20, Q26, Q27 are within quadrant II. This shows that based on the evaluations of the Y Generation, those are the points at which organizations could perform well. When the meaning of those questions was elucidated.

I want a competitive benefits package that includes comprehensive insurance coverage (Dental, Vision).

Going out with friends from work can make work difficult—I prefer having social relationships not associated with my job.

I would rather be told what to do rather than give input to my colleagues.

I like bosses who are good communicators and provide clear expectations.

It is important that my employer provides me with the tools and resources I need to work effectively—keys to the office, and personal.

I want to be able to leave work at work. The thought of taking work home with me is stressful.

Having a personal relationship with my boss outside of work is important to me.

The workplace itself should be aesthetically pleasing and stimulate creativity.

In quadrant II, it is shown that social investors of the Y Generation do not enjoy comprehensive health insurance plans covering medical expenses, dental care, and vision needs. Employees do not like to have a relationship that is associated with their job.

Given the result, chill worker bees of Y Generation, comfort is the key they want to feel both physically and emotionally comfortable at their workplace, they also need a physical environment that is comfortable enough for them to work decently, that includes open space, lots of light and etc. chill workers would like to leave work and not mix personal life with work life. However, with this result employees do not seem to care if they do work back home and finish whatever they have left for the day, with a better effort from the employees the company's future will be bright because there is a good performance from the organization.

As a result, the need for an attractive workplace that fosters creativity is shared by the Y Generation in Quadrant II, Collaborative Independence. ‘‘Go-getters’’ value environments that are aesthetically pleasing and promote innovation and well-being. A well-planned workstation with collaborative spaces, cozy furnishings, and natural light can encourage creativity and teamwork. Workstation customization increases a sense of ownership. The Y Generation will be drawn in and engaged by a workplace that prioritizes aesthetic appeal and creative stimulation in Quadrant II, which will aid in their success.

Q14, Q17, Q21, Q24, Q25, Q28, Q29, Q30, Q31, Q32, are within quadrant III. This shows that based on the evaluations of the Y Generation, those are the points at which organizations could perform well. When the meaning of those questions was elucidated.

Receiving feedback about my work stresses me out the less I must hear about it the better.

When I commit to a job, I understand that it’s my priority and that it may come at the sacrifice of my personal life.

I work best when I am given assignments to do I trust the judgment of my boss on what type of project it is.

If I don’t have consistent professional training at my job, I will probably look for another job. I like learning new skills.

I don’t care about my boss’s qualities if I am at a good company.

Traveling for work conferences and training provides meaningful opportunities for development.

I'm interested in a workplace that recognizes when I go above and beyond and rewards me in the form of bonuses.

Having too much freedom (being able to be on my phone or take frequent breaks) makes me less productive because I need more.

The company's values are less important to me than the work I will be doing.

I care more about what I get to do in my job than the impact my company has on society.

As a result, the desires for feedback and work-life balance in Quadrant III - Structured Dependence are consistent with the values of the Y Generation. Organizations can offer a balanced approach that highlights strengths and growth to Y Generation workers who may feel concerned about feedback. A healthy work-life balance can be maintained with the support of flexibility measures and clear expectations about job priorities. Organizations may establish an environment that fosters the professional development and well-being of Y Generation employees by taking these desires into account.

Secondly, as a result, the preferences of the Y Generation may have some detrimental effects in Quadrant III 'Structured Dependence, 'chill worker'' They may find it difficult to think for themselves and take initiative because of their significant reliance on their boss's judgment and preference for specific task assignments. Additionally, if sufficient training opportunities are not offered, their high priority on ongoing professional development can result in job discontent. Their lack of care for their boss's traits could indicate a disconnect from leadership and a possible underestimation of the value of effective leadership traits. Organizations could strike a balance by promoting independent thought, offering a variety of learning opportunities, and highlighting the need for effective leadership within a positive workplace culture to lessen these negative effects.

Third, when regarded adversely, the preferences of the Y Generation in these result questions can have certain disadvantages in Quadrant III - Structured Dependence. They might put personal development ahead of work-life balance, the demand for order and the constrained freedom of the Y Generation may inhibit creativity and innovation, reducing their capacity to think outside the box and explore novel ideas. individual recognition ahead of teamwork restricted freedom ahead of creativity, work ahead of organizational values, and societal effect before of personal accomplishment. Organizations should strive for a well-rounded strategy

that supports collaboration, innovation, alignment with company values, and societal impact to overcome these issues.

Q11, Q16, and Q22 are within quadrant IV. This shows that based on the evaluations of the Y Generation, those are the points at which organizations could perform well. When the meaning of those questions was elucidated.

I want to work at a place that has strict professional guidelines. Such as dress code and etiquette

I think it's important that my boss be treated with a higher level of respect. After all, I am less experienced than him.

Workplaces are the best places to meet cool people.

As a result, the choices expressed in these questions are consistent with the values of Quadrant IV - Social Inventors, who value stringent professional norms like dress code and etiquette and exhibit higher levels of respect for bosses and other authoritative persons. These inclinations reflect a concentration on hierarchy, tradition, and upholding social order in the workplace. By putting an emphasis on precise instructions, and formal dress codes, and encouraging respect for authority persons, organizations can accommodate these inclinations.

## **5. Conclusion**

In this last section, my topic clarifies the differences between the generations in work life and the differences between the expectations and beliefs of all the generations. The distinctive preferences and cultural norms of each generation have been discussed, and it is generally acknowledged that these varied expectations manifest themselves in the workplace in several ways. People from the same generation are those who have experienced the same historical moments, cultural norms, and political ideologies. Each generation has its own set of values and expectations, which have an impact on how they behave at work. An environment at work that is more harmonious can result from acknowledging these differences and making accommodations. There are numerous opinions on generational theories, and no one accepted version. Different generations have different ideas about what makes a good workplace. For instance, one generation can value unity and cooperation while another might place more emphasis on autonomy. The newest generation in the workforce, Generation Z, emphasizes independence and in-person interactions. Research on generational disparities in the workplace



is lacking in Kurdistan. Comparing and contrasting Generation Z's traits and expectations with those of Generation Y can help assist businesses in changing their retention and hiring procedures.

The purpose of writing this research is to give the coming generations the knowledge that we as the Z Generation need to know about ourselves in general and the situations that we face daily in Kurdistan, Iraq. Also, to offer fresh perspectives on the Z Generation workplace dynamics, it was intended to compare the expectations of people from the Z Generation with people from the Y Generation in the workplace.

As shown in this research study, Generation Y people are more suitable and have more balance between their work life and their other responsibilities, and less problematic with their supervisors and companies so as a result they are more productive. Generation Z are people with more disagreement, more problematic, and unsatisfied with their supervisors, which might be because they are more individualistic characters. They don't have a great balance between their work life and their life the opposite of the Y Generation.

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