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Joint Cross-Border PhD Program

NEW GENERATIONS: CHANGING VALUES OF GENERATION Y & Z

Impact on today's organisations, human resource management and leadership

Doctoral (PhD) Dissertation

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Dissertation to obtain a PhD degree

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Abstract

There have been changes in the world of work for many decades which affect different areas in organisations. People's expectations have changed in recent years and never before have so many different generations worked in today's companies, which poses new challenges for leadership. Structures and processes that used to be stable and successful are no longer suitable for the requirements of the New Generations.

The term Millennials was first used in the early 1990s, and meanwhile, they are known among many other synonyms and influences different areas of society. Organisations are responsible for complying with the requirements of the working world to retain Generation Y for a long time. Further, the next generation, called Gen Z, already makes demands on their future employers, although they often have not yet arrived in the world of work.

The specific requirements of Generation Y and Generation Z to the world of work are answered with the help of an online survey where members of the New Generations (NG) were interviewed. This survey was also used to determine differences between Gen Y and Z. Additionally, experts were interviewed to provide their expertise and opinions. The current research gap regarding the requirements of the NG is closed with extension of prior research, the definition of a concept map and a possible approach of practical implications.

The results of this PhD dissertation show that the key areas of flexibility, feedback, career & personal development, digitisation and leadership need future adjustments and adaptations in the areas of the organisation, human resource management and leadership to respond to the requirements of New Generations.

Kurzfassung

Veränderungen in der Arbeitswelt gibt es seit vielen Jahrzenten und betreffen unterschiedliche Bereiche in Organisationen. Die Erwartungen der Menschen haben sich in den letzten Jahren geändert und noch nie haben so viele verschiedene Generationen in heutigen Unternehmen gearbeitet, was das Leadership vor neue Herausforderungen stellt. Strukturen und Prozesse die früher stabil und erfolgreich waren, sind nicht mehr passend für die Anforderungen der neuen Generationen.

Der Begriff Millennials entstand in den frühen 1990er Jahren und Mittlerweile ist diese Generation unter vielen weiteren vielen Synonymen bekannt und beeinflusst viele Bereiche der Gesellschaft. Organisationen sind verantwortlich auf die Anforderungen an die Arbeitswelt nachzukommen, um die Generation Y lange an Unternehmen zu binden. Bereits die nachfolgende Generation, auch Generation Z genannt, stellt bereits Forderungen an ihre zukünftigen Arbeitsgeber, obwohl teilweise noch nicht in der Arbeitswelt angekommen sind.

Die spezifischen Anforderungen der Generation Y und Generation Z an die Arbeitswelt wird mittels eines Online-Fragebogens beantwortet, in dem die Mitglieder der neuen Generationen befragt wurden. Des Weiteren diente diese Befragung, um Unterschiede zwischen den beiden Generationen festzustellen. In einer weiteren Untersuchung wurden Experteninterviews interviewt, um ihr Fachwissen zur Verfügung zu stellen. Die derzeitige Forschungslücke der Anforderungen der Neuen Generationen wird durch die Ausweitung früherer Forschungsarbeiten, die Definition einer Concept-Map und einen möglichen Ansatz für praktische Auswirkungen geschlossen.

Die Ergebnisse dieser PhD Dissertation zeigen, dass die einflussreichsten Bereiche Flexibilität, Feedback, Karriere & persönliche Entwicklung, Digitalisierung and Leadership für die zukünftige Anpassungen und Adaptierungen im Bereich Organisation, Human Resource Management und Leadership sind, um auf die Anforderungen der neuen Generationen zu reagieren.

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BB	Baby Boomer
DM	Diversity Management
Gen X	Abbreviation for Generation X
Gen Y	Abbreviation for Generation Y
Gen Z	Abbreviation for Generation Z
HRM	Human Resource Management
NG	New Generations
NGCM	New Generations concept map
PD	Personal Development
PM	Personnel Management
SHRM	Strategic Human Resource Management

1. Introduction

The following chapter gives an overview of the initial position and the relevance of the topic. Furthermore, it describes the significant objectives in more detail and the defined research questions of this work. In addition, the first area of work shows the research methods and previous research. The end of the chapter gives an overview of the defined areas of research and the structure of the thesis.

1.1 Initial position and relevance of the topic

Never before has the term "generations" played such an essential role in today's world. In the socio-historical context, the term generation describes cohorts which share the same birth period and formative social and historical events that correspond to personal development stages - childhood, adolescence, and young adulthood. People are individually different and are affected by their social environment. In recent years, each generation has changed its values. Especially the New Generations, better known as Millennials and Generation Z with their new values, have a significant influence on today's fast-changing environment and influence many areas of society. These include areas like economics, political views, workplace attitudes, religion, digital technology. cultural identity and flexibility. Also, digitisation and leadership play an important role.

Especially the working world is affected by this change. The influence of New Generations brings a comprehensive change and challenges for many organisations. Today more than ever, generations work in the same workspace, which is caused by demographic change. Employees of the different generations differ in values and requirements from their employer. These lead to significant challenges for organisations, human resource management and leadership who must respond to the challenges and providing answers to the questions of their employees. On the one hand, they must deal with the ideas of the New Generations which include the desire for more flexibility including work-life balance, a new feedback culture with ongoing feedback and personal development, such as training and international careers. On the other hand, they must combine the values of the older generation and act with the most efficient and effective management style as possible. To respond to the challenges, the values, motives and attitudes of the individual generations must be considered in detail.

The role of management is becoming increasingly important. Not only in terms of communication with employees, but also as an interface to the HR department or Executive Board. Mainly, to keep good employees or to attract new employees from the New Generations, they must show customised leadership skills. In the future, leadership activities and behaviour will get more critical as an advantage in a competitive environment. Often the statement of no loyalty is mentioned in context with the high fluctuation rate within the New Generations. In the past, the term loyalty was characterised by two factors. First, by a long-term commitment to the employer and second loyalty in the interest of good work results. However, Generation Y and Z can be very loyal. They have expectations of the world of work, which the organisation must fulfil. Companies are responsible for providing framework conditions for new work. The role of HR is to provide the appropriate tools, and leadership must use the new possibilities in everyday life. Poor management skills often cause a high fluctuation rate.

Today's world economy is harmed by very dynamic times with essential changes which will have long-term consequences for the working world. We do not know what the world of work will look like in 2030, but many companies already have missed responding to the demands of the New Generations.

1.2   Objective and research questions

The objective of this work is to analyse Generation Y and Generation Z to deduce measures to react to today's challenges within organisations. The focus is on the differences and commonalities of the New Generations. As part of the objectives, the following research questions have revealed themselves.

- **What are the demands/requirements of the New Generations to organisations?**
  A survey will be used to check whether the literature complies with the practice or to identify new insights. It examines flexibility/work-life balance, education/training, leadership, communication and digitisation/organisation.

- **What are the differences between Generation Y and Generation Z regarding their requirements?**
  An analysis of defined hypotheses will examine if there are differences regarding the requirements to organisations between Generation Y and Generation Z.

- **What is the view of the management regarding the changes in the working world?**
  Expert interviews are used to check whether the changes of the New Generations are perceived and how they react to the new requirements.

- **Which actions can be taken to react to the changing framework conditions in the working world?**
  The findings of theoretical and practical research are summarised in the viewpoints and business values of the New Generations. Further, a New Generation concept map was designed to show the key requirements and their dependencies, together with a practical implication approach for the organisation, human resource management and leadership.

The following chapters should answer these four research questions with the help of theory and empiricism.

1.3   Research Methods

During the research of the PhD dissertation, two different approaches were chosen to analyse the changes in values caused by the New Generations.

First, a literature-based analysis was conducted based on contemporary books, scientific journals and analysis of different sources on the internet, providing the current research results. Second, an empirical analysis was found on an online electronic survey and interviews with experts.

The combination of the two methods is intended to reflect a theoretical overview of the different generations (focus on Generation Y and Z) and their requirements for a more modern working environment, according to theory. These findings are reviewed by a survey inside the New

Generations and interviews with experts in various industries and organisation sizes. Due to the research method, primary research was conducted. The results are presented in this PhD thesis.

The online survey with the title "New Generations: Changes of values, leadership and organisation culture" included 35 closed and two open questions. It took place between 19 July 2017 and 28 July 2017, and the respondents took approximately 10 minutes to complete all questions. Three hundred fifty participants, of that 88% belonging to Generation Y or Generation Z, completed all questions.

The interviews with eight experts were split into different research areas: career, leadership, work-life balance, employee and organisation/digitalisation. The experts came from the home appliance, service, oil, beverage, clothing, banking, and consulting industry and are responsible for 40 up to 20.000 employees. All experts have many years of experience in the field management and human resource management. All of them have a university degree and, two out of eight have a doctoral degree.

1.4 Previous Research

In this thesis, the "New Generations" are defined by members of Generation Y (Millennials) and Generation Z. Decades ago, the research of the habits of the Millennials started, while the investigation of the demands of Gen Z is at its beginning.

The phrase "Millennials"was first used by the authors Neil Howe and William Strauss. They described their findings in the books "Generations: The History of America's Future, 1584 to 2069" which was published in 1991 and the book "Millennials Rising: The Next Great Generation" (2000).

In mid-august 1993 the journal Advertising Age coined the phrase Generation Y for the first time, but in 2012 the journalist Bruce Horovitz mentioned that "Millennials is a better name than Gen Y". (Horovitz, 2012)

"Generation Me" was used for the Millennials by Jean Twenge (Psychologist) in her book "Generation Me: Why Today's Young Americans Are More Confident, Assertive, Entitled-and More Miserable Than Ever Before" in 2006. Also *Time Magazine* used the phrase for their cover story in 2013 "The Me Me Me Generation" (Stein, 2013)

Strauss and Howe started their exploration of the next generation, after Gen Y, in 2005 when they launched a naming competition. The researcher Bruce Horovitz named the new generation, after the Millennials with the term Generation Z in 2012. (Horovitz, 2012) As mentioned at the beginning, this group is still very unexplored, although they are now entering today's working world. The main difference to the Millennials is the daily usage of technological possibilities which have become a natural habit. Furthermore, there is a shift of core values which were already present within the Baby Boomer and Generation X.

In 2014 the book „Die heimlichen Revolutionäre – Wie die Generation Y unsere Welt verändert" was published. It is written by Hurrelmann Klaus (Sociologist) and Erik Albrecht (Journalist). It is the first work by them and gives a systematic overview of the previous investigations of these generations.

In the last decades, many pieces of research about the New Generations have been published. Even after Generation Y entered the working world, research did not stop. The progressive and different definition of Gen Y and Z reflects this. It seems that organisations have failed to prepare for the changes and missed out on implementing measures. Comprehensive theoretical research provides a good starting point to test the researchers' statements in practice.

1.5 Selected Areas

The research of the different generations is partly advanced and affects many parts of society, such as the economic, politic, workplace, religion, digital technology or cultural identity.

This research focuses on the changes in the working world caused by the New Generations. Therefore, the changing requirements need to be considered and analysed in an overall context regarding the changes in organisations, human resource management and leadership must be analysed. These areas have a significant influence on the introduction or adaptation of processes, methods and tools and are responsible for the implementation of possible measures.

To develop a conceptual concept map of the interaction between the different requirements from Generation Y and Z, a theoretical extension of prior work must take place. After theoretical research, the following areas have been selected for detailed research:

Generations

People are individually different and are influenced by their social environments such as education, school and professional life. Furthermore, they shape their own experiences as they grow up, and through their experiences with friends and colleagues. The development of individual values and attitudes is affected by a continuous learning process throughout their life. The New Generations are changing framework conditions into today's organisations and cause significant changes. Further, they differ dramatically from their predecessors.

Organisation

The organisation provides the framework for companies and creates the conditions for processes. It is rational designed and thoroughly structured social entity where whose members work together as a team towards an explicitly stated common goal. Different generations cause a constant change in the organisation over time. Never before have so many different generations worked in today's companies, and therefore, corporate culture plays an important role.

Human Resource Management

Today simple human resource management for Generation Y and Generation Z is no longer sufficient. In addition to personnel administration such as billing or contracting, the areas of personnel organisation and personnel development are part of operational human resource management. The New Generations show the motivation for continuous education and demand from their future employer the possibility of internal or external training.

Leadership

The difference between management and leadership is one of the most critical aspects of the New Generations. Millennials do not want to receive instructions but want to work on equal terms and want to be involved in the decision-making process. Therefore, an authoritarian style of leadership is no longer possible because it will be rejected. For organisational transformation, it is essential to find a leader who can support and transport the change and has all the required skills to lead the New Generations. Although Generation Z often has not yet arrived in the workplace, they already make demands on their future leaders.

1.6   Structure of the thesis

This chapter is dedicated to the structure of the PhD thesis. This work is divided into a theoretical and an empirical part. Both areas will be summarised and analysed. The thesis is divided into eight chapters.

Chapter one contains the introduction, which describes the initial position and relevance of the topic. Furthermore, it will focus on the objective and research questions, research methods, previous research and selected areas. The conclusion of the chapter is the structure of the thesis.

This is followed by the second chapter, which gives an introduction and overview of the different generations defined in theory. The following generations will be considered: Maturists, Baby Boomers, Generation X, Generation Y and Generation Z. Since the focus of the work is on the New Generations the following values are described in more detail: loyalty, work-life-balance, feedback culture, career, development/education, internal career, flexible & cost-efficient workspace, digitalisation and diversity of workspace. The end of the chapter deals with the NG in the labour market.

The third chapter gives details about the definition of organisations. In addition to the definition and the organisational design, it shows the different stages of organisational development. Furthermore, it describes the organisational culture with the responsibility of the leadership. The role of the future manager is described in more detail in chapter five.

Chapter four describes the changes in HR management. Further, it deals with the recruitment of New Generations, followed by the management to commit employees through performance incentives or personal development. The chapter highlights the importance of leadership in personal development.

The fifth chapter illustrates the requirements for leadership. For a better overview, first a definition will be applied. Afterwards, the difference between management and leadership will be discussed. Since the focus of the work is on the New Generations, the leadership of Generation Y and Z with their characteristics will be discussed in more detail.

The transition from the theory to the research is presented in chapter six. It presents the results of the survey and expert interviews and is structured as followed: methodology of research, results of study I and study II and review of the research questions.

In chapter seven, the findings are summarised and led over to the extension of the prior research. The business values and viewpoints of Generation Y and Z are transferred in the New Generations concept map, and the impact of the defined dimensions is shown. Based on the findings of previous research in the context of this work, the following requirements were defined: flexibility, career, leadership, feedback, and digitalisation. Analysing further theoretical and empirical studies, the importance of these areas should be highlighted. Finally, the chapter offers practical implications for the organisation, human resource management and leadership.

The last chapter gives an overview of the research problem and research question. The end of the thesis contains limitations and further research, as well as an overall conclusion.

2. Generations

People are individually different and are influenced by their social environments such as education, school and professional life. Furthermore, they shape their own experiences as they grow up, and through their experiences with friends and colleagues. The development of individual values and attitudes is affected by a continuous learning process throughout their life.

The following chapter provides an introduction and definition of the different generations, including an overall overview to highlight the differences. However, the focus of this work is on the last two generations defined in the literature: Generation Y and Generation Z, which will be described in detail.

2.1 Introduction

In 1991 Strauss and Howes defined their definition of a generation in theory: "A generation is a cohort-group whose length approximates the span of a phase of a life and whose boundaries are fixed by a peer personality". From this theory, two statements can be derived: a peer personality, and a lifespan both are relevant to viewpoints of Generations.

In addition to the period of birth, a generation is also defined by their similar attitudes, experiences and tastes. Moments can influence a lifetime where thousands – if not millions - of people capture the emotions and attention. (Zemke, 2013)

Based on similar societal environments in which one generation is raised, they can have and share the same characteristics. (Smith, 2013)

Today four different generations which occupy organisations are recognisable by their life experiences, headlines that defined their times, demographics and life experiences. The following chapters provide an overview of all different generations. Further, they distinguish their work-life which offers on one side a source of opportunity or creative strength, and on the other side a source of unrelenting conflicts and stifling stress. (Zemke, 2013)

2.2 Definition and overview of Generations

In the socio-historical context, the term generation defines age cohorts which share the same birth period and formative social and historical events that correspond to personal development stages - childhood, adolescence, and young adulthood. During the main phase of socialization, these social or historical events have a formative effect on the generation about their attitudes, values, and preferences within the private and professional environments. These characteristics differ from one generation to another. (Aichinger, Deutsch, Friedrichsmeier & Josef, 2013)

The Maturists are mostly between 75 and 100 years old and are from today's perspective, the elderly, or the grandparents of today's children and young people. They were influenced by the Second World War and have been part of economic restructuring.

Baby Boomers and Generation X are today's adults. Currently, they are between 35 and 75 years old and have influence, power, and responsibility in society. They are the parents of the most recent Y and Z generations. Some of whom are already responsible for professional and social positions. However, most are still in school or job training. (Hurrelmann & Albrecht, 2014)

The next table gives an overview of the different generations, which will be described in more detail in the following chapters.

Name	Year of birth	Age Today
Maturists	Before 1945	75 to 100 years old
Baby Boomer	1945 to 1965	55 to 75 years old
Generation X	1965 to 1980	40 to 55 years old
Generation Y (Millennials)	1980 to 1995	25 to 40 years old
Generation Z	1995 to 2015	5 to 25 years old

Table 1 Overview of the different generations, own illustration

To get an overview of the influence on today's working world, the following figure (1) shows the positions of the generations in their different phases of life. It is differentiated between socialisation, working life and retirement.

The Maturists or also called the sceptical age, who are at the end of their career. Looking at this generation in more detail, you will find them at the management level in companies. Actually they have to deal with issues such as the reoccupation or the future of the organisation.

The Baby Boomers are at the peak of their professional career. Next to the post-war generation, they hold management positions and support them. Furthermore, they have a lot of knowledge because of their experience.

Members of Generation X occupy the remaining management functions and are well established in the working life. Often these can look back on considerable career developments.

Gen Y more recently entered professional life and is therefore currently not often in management positions. In conclusion, the Baby Boomers and the Generation X are in the management positions in today's organisation and therefore are responsible to react to the needs of the New Generations. (Aichinger et al., 2013)

Generation Z is at the beginning of their working life or partially started an apprenticeship. However, currently it is not possible to define how long their working life will take. The graph assumes that it will be as long at the generations before.
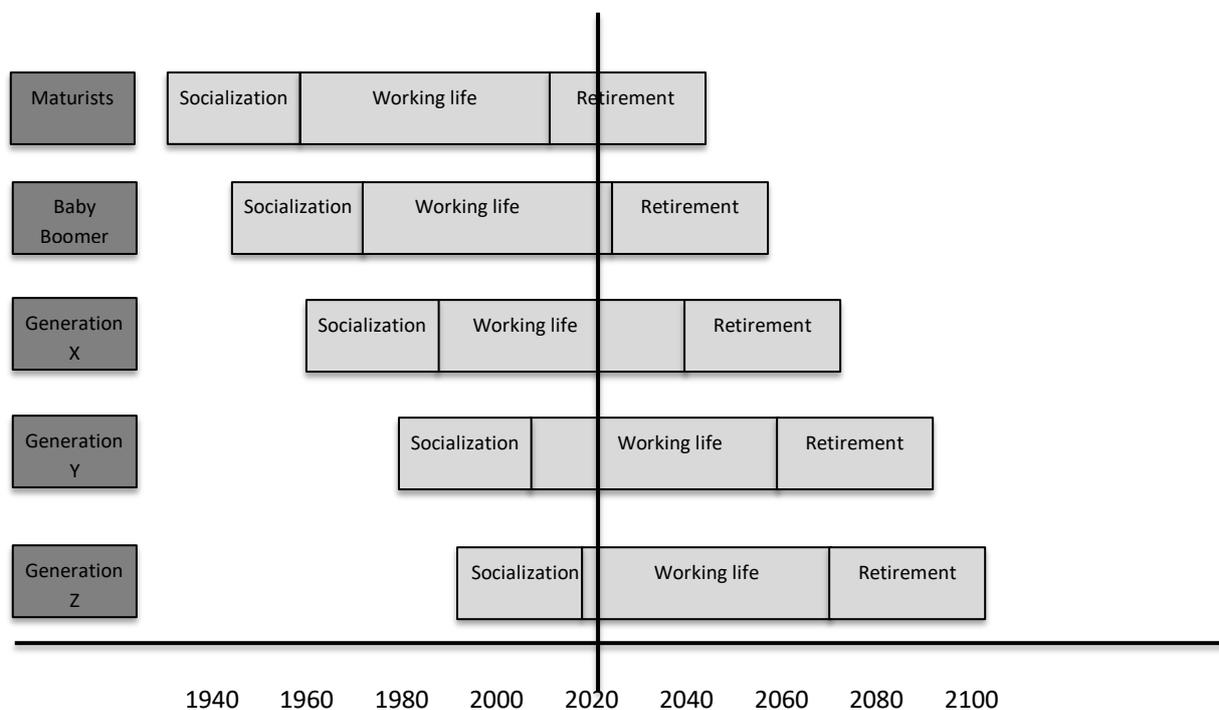
Figure 1 Timeline of the different generations,
own illustration, source: Aichinger et al. (2013)

The generations described in this work are intended as a starting point and reference point for discussions but do not claim completeness. This dissertation especially focuses on Generations Y and Z and their requirements for organisations, human resource management and leadership.

The description of the generations represents stereotypes. The lines between the generations often blur and cannot be differentiated. Although essential characteristics can be assigned to the generations, the cohorts adapt themselves in professional life in order to stay employable.

2.1.1 Maturists

In the literature, there is no uniform definition of the Maturists, although they have been influenced by many events over a long period. Detailed information on generations starting with the Baby Boomers. Furthermore, the individual attempts to cluster people who were born before 1945 have failed.

In 1910 in South Africa, the internal colonialism of the white minority population was developed at the expense of the black population-based on racial segregation. During the colonialism, apartheid continued in its economic, legal and social practise until 1990. (Thomas & Sprenger-Menzel, 2019)

In the early 1900s, the Great Depression influenced Maturists. There were massive economic slumps caused by the stock market crash in 1929. It had massive negative consequences in all major industrialised countries, such as deflation, mass unemployment and corporate collapse. This showed that the economy is not self-correcting and requires stability. The crisis ended with the economic boom caused by World War II and lasted about ten years. (Gowdy & O'Hara, 2019)

Daniela Eberhardt refers to the so-called post-war generation with the term "Silver Surfer" and assigns them to the years 1946-1955. They grew up in post-war Europe during the Cold War. (Eberhardt, 2016) The word Silver Surfer comes from the definition of the group of online users who are over 50 years old. Here is the allusion of the user group to the age-related more natural silver-gray hair. (Kampmann, Keller, Knippelmeyer & Wagner, 2012)

The focus was on the dream of increasing and lasting prosperity, which they have experienced. That is why they are referred to as the economic miracle generation. Social insurance ensured social security and full employment in Switzerland. In Germany and Austria, the unresolved Nazi-era influenced the generation. Due to strong economic growth, workers were actively recruited in southern Europe. The 68 movement questioned the rigid social norms and cultures. The members of the generation protested to change society, while the hippie movement sought their liberation in a private context. In the US, people focused on the Vietnam War and racism in society through the oppression of the black minority. (Horaczek & Wiese 2019)

As a result, companies have become more self-determined. In the 1970s German employees started for the humanisation of working life, which primarily affected the young adults at that time, called the Silver Surfer. Thus, the participative leadership style became very important and became the first choice.

Traditional values such as the sense of duty, diligence and economy dominate and establish themselves among the Silver Surfers. Furthermore, they lived according to the classical family model. The men were responsible for keeping the family, and the women were responsible for the household and children. Through the birth of the children or marriage, the women of this generation retired from the acquisitions. Another synonym for the generation of Silver Surfer is also Generation Beatles. Birthplace and hometown were mostly the centres of her childhood. The fundamental values at that time were order, law and reason, which they also got conveyed.

Members of the generation have already arrived in life. Those who are still in business life are considered financially secure and are thus usually in management positions. However, the post-war generation is struggling with the caring for their parents and the often-unfinished training of their children. The Maturists are about to retire and those who have already retired work on their free time. Often, they are actively involved in shaping the future, but only on the premise "First the work and then the pleasure. The difficult will be done first!" (Eberhardt, 2016)

The following table (2) provides an overview of the key ethics of the Maturists.

Generation term	Maturists
Birth period?	Before 1945
Special experiences?	Colonialisms, great depression, World War II
Defining values?	Duty, diligence and economy
Wishes to work life?	Classical family model, men had to work and women were responsible for the household and children
A good leader …	… split conception of the population
Communications medium?	Personal and letter
What especially motivates?	Humanisation of working life

Table 2 Central Ethics "Maturists", own illustration

2.1.2 Definition of Baby Boomers

The Baby Boomers were born between 1945 and 1965 and differ from the generation before. (Eberhardt, 2016) They take more care of their health, seeking meaningful lifestyles, enjoy increased longevity, relish more discretionary income and higher educational attainment. (Burkey, 2006)

The term "Baby Boomer" is equated to "population explosion". After the Second World War people returned to their homeland and women got pregnant. The birth rate exploded during 1945 and continued years later. After years of depression, the time of optimism started. Advertising, television and sense of equitability influenced the generation. They questioned authority, travelled a lot and maximised every single moment of their life. In other words, "Workaholics" or "easy riders".

The Baby Boomers follow the values of their parents who were driven by fear of loss and belief in progress. Further, the focus on safety and material. Due to the reason that this generation has the strongest birth rate, they have the most constant competitive pressure. Often, they grew up with several siblings, went into crowded school classes or applied to a few study and training places. As a result, they learned to cooperate and won their strength to work as a team. However, Baby Boomers were influenced by an adverse event, e.g. the oil crisis or a stagnant economy. These were triggers for the loss of jobs and thus, unemployment. (Eberhardt, 2016)

Characteristic of this generation is that they are active individuals who have experience and skills to contribute in a valuable way to all sectors of society, e.g. family, education, religion, government, community, business and industry. (Burkey, 2006) The Baby Boomers implemented values such as fairness and equality into the working life that was influenced by the participative leadership style. The new world of work was characterised by a reduction of security and stability, as well as approaches to lean management.

In the life cycle, the BB are currently in their midlife. They take a look at their previous life and success and failures become visible. They made a conclusion on their professional as well as

private life. They have to realise that some goals are no longer achievable. Most members of the generation are without health restrictions, and they represent the most significant number of employees in organisations. They are at the peak of professional capacity and are highly motivated. (Eberhardt, 2016) The future of the boomers is affected by personal values and what they expect their future life. Retirement is not an option. They are looking for new opportunities and options to increase and continue their contributions to society like participating in volunteer activities, engaging in civic pursuits, continuing life-long leaning or working in new capacities.

Table three provides an overview of the central ethics of the described generation in this chapter.

Generation term	Baby Boomer
Birth period?	Between 1945 and 1965
Special experiences?	Economic miracle
Defining values?	Health, idealism, creativity
Wishes to work life?	Structured work style, teamwork and care of relationships
A good leader …	… takes care of his team
Communications medium?	Phone
What especially motivates?	Personal growth, appreciation of their experiences and the feeling of being needed

Table 3 Central Ethics "Baby Boomer",
own illustration, source: Rabenbauer (2017)

2.1.3 Generation X

The definition "Generation X" is negatively affected and is often related to the word slacker. Douglas Coupland first used the term in his book called "Generation X" in 1991. As with any other generation, there are also synonyms for Generation X. They are also called the "Careless" or Generation Golf. (Eberhardt, 2016)

Five years later in the Gen X Magazine "Details" - June 1995 - Coupland himself announced the death of Generation X. (Coupland, 1991)

In literature, there is not one unique definition about the start, and end dates of Generation X. Definition differ from 1964 to 1978 from 1964 and 1981. Eberhard (2016) defined the time from 1965-1980, which is the defined period of birth within this work.

This generation lived in a unique period of history - no generation before experienced things like economic globalisation, exploding postmodern popular culture and unprecedented advances in technology. Professional experience includes increasing unemployment and increasing wages. Lifelong employment, as well as the prospect of professional stability and establishment, is becoming more and more critical. The values are more similar to those of the generation Silver Surfer than those of the Baby Boomers. They strive for security, career and prosperity. During their working life, they have experience with semi-autonomous working groups, project working groups, quality circles, as well as group work. Lifelong learning is necessary for their

professional life, which is becoming ever more critical. They are increasingly working in knowledge or service companies.

Technology plays a crucial role in this society. Information and communication technologies are changing rapidly and affecting the working world. As a result, dealing with the new media is hardly a challenge for this society.

In the professional life of the also called Golf Generation, flexibility is part of the working life. Home office and flexible working models are known and partly used. Furthermore, this generation is well trained. Due to the family background, many international experiences can already be gained, e.g. through studying abroad.

After Gen X is very determined in terms of working life or starting a family, they face a significant challenge to reconcile both. Like at the generation before, the emphasis in reconciling family life is (still) on the woman. However, a change has already taken place here through a new self-understanding.

The two generations before are disappointed with Generation X. While the Silver Workers describe them as consumer-oriented, the Baby Boomers are disappointed with the non-political orientation of Gen X. (Eberhardt, 2016)

Table four provides an overview of the central ethics of the described generation in this chapter.

Generation term	Generation X
Birth period?	Between 1965 and 1980
Special experiences?	Economic crises and high divorcing rate
Defining values?	Independence, individualism, sense-seeking
Wishes to work life?	Result orientation, independence, time is more valuable than money, power and responsibility to be shared
A good leader …	… convinces through competence and is reliable
Communications medium?	E-Mail and mobile phone
What especially motivates?	Flexible in job organisation, development opportunities and worklife balance

Table 4 Central Ethics "Generation X",
own illustration, source: Rabenbauer (2017)

2.1.4 Generation Y

The term "Generation Y" was used for the first time in 1993 in the journal "Ad Age". (Fitzel, 2013)

Gen Y follows Generation X, whose name was coined by the American writer Douglas Coupland. Coupland perceived teenagers in the early 1990s as being vague, open, and enigmatic, and the letter X was, in his opinion, the most striking symbol to represent them. People who

were born between 1980 and 1995 are also often called the iGeneration, Millennials, the internet generation, NextGen, and the Facebook generation.

However, the term "Generation Y" is perhaps the most attest because it sounds like generation "why". (Hurrelmann & Albrecht, 2014)

Generation Y is known for their inquisitive approach to life. They challenge established work environments, and many of their values contrast with those of their predecessors. (Fitzel, 2013)

Topics like family, politics, and leisure are essential to them. Their motivations are characterized by the usage of the internet, their insouciance or insecurity in the workplace sphere, and their attempt to perform best in their studies or workplace. (Hurrelmann & Albrecht 2014)

The cloud figure (2) below shows the values of Generation Y.
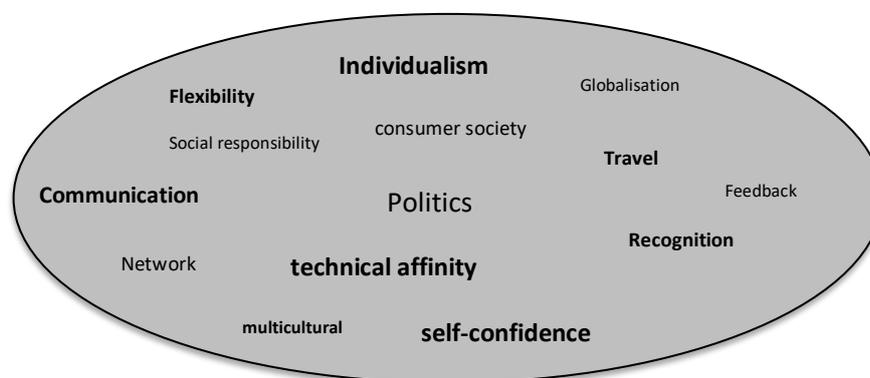
Figure 2 Generation Y Cloud,
own illustration, source: Fitzel (2013)

Generation Y people are communicative, optimistic, and confident. They are spoiled due to the wealth of their friends, the fun they have in life, their holiday opportunities, and their very high standard of living. Generation Y has a high technical affinity and is again increasingly interested in politics. Furthermore, they are willing to work and have exceptionally high expectations of themselves. They seek meaning and pursue something greater than themselves in terms of their work. (Slowak, Thoma & Bender, 2013)

However, it is difficult for the employers to meet the high demands and expectations of Gen Y. Table five shows the key facts of the Millennials whose values will be described in more detail in chapter 2.3.

Generation term	Generation Y
Birth period?	Between 1980 and 1995
Special experiences?	Internet boom, globalisation, reunification
Defining values?	Network, teamwork, optimism, flexibility
Wishes to work life?	Positive feedback, work must be fun, demand for private life, 24 hours online, multitasking
A good leader …	… supports me as a mentor and counsellor.
Communications medium?	Web 2.0
What especially motivates?	Self-realisation, networking and collaboration with people who are similar

Table 5 Central Ethics "Generation Y",
own illustration, source: Rabenbauer (2017)

2.1.5 Generation Z

People who were born and grew up in the early 2000s are called Generation Z in the literature. Exactly the generation includes all those who are born after the year 1995. (Eberhardt, 2016) However, there is no uniform definition of this new generation. "Connection" through new media channels are one of the most important characteristics of this generation. In the U.S. they are called "pluralistic", reflecting the heterogeneity of their ethnic composition.

The essential difference between the Z's and the Millennials is that they are more digital.

While their predecessors witnessed the beginning of the new communication media, they are adopting these possibilities with naturalness. The most common communication tool within Generation Z is a smartphone; 90% of them having a social media profile. Another communication channel is the usage of video portals. Because of this active use, many other generations are lagging in digital media literacy.

While all other generations have already arrived in the working world or are leaving again, Generation Z is still mostly in school education. The older ones are in job training or the job selection process. Actual it is challenging to define events which might be able to influence the latest generation or what they will demand of the working world. (Eberhardt, 2016) However, the world of work will have to deal with increasing flexibility, globalisation and digitisation. As a result, the organisational structures will continue to dissolve. The claim and demand for competencies in the media world will grow, but the New Generations will fulfil the skill.

Zs will be responsible for solving any potential conflicts that arise due to the destruction of ethnic and gender groups. In this age of economic recession, young people are struggling to establish themselves according to their qualifications. (Aichinger et al., 2013)

However, today it is difficult to anticipate trends or challenges that will employ them. Generation Z is a very politically-interested and self-confident generation who do not

demonstrate performance pressure in their motivation and goals, unlike Generation Y. These results were published in a World Vision Children study which was conducted with a group of children in Germany aged six to eleven-year-old.

The new generation's core values are the enjoyment of life and self-determination as was the case during the Baby Boomer period. Furthermore, this new generation vigorously defends their resources and rights and is also ready to defend itself using any available means. A more detailed description of Generation Z will be possible in about ten years. (Hurrelmann & Albrecht, 2014)

The central ethics of Generation Z are described in the following table (6).

Generation term	Generation Z
Birth period?	Between 1995 and 2015
Special experiences?	Digitisation of everyday life, globalisation and ubiquitous crises
Defining values?	Internationality, digital technology, egoism, independence, self-realisation
Wishes to work life?	Positive feedback, positive working environment, free development with simultaneous permanent contracts, 24 hours online and social media
A good leader …	... is my mentor and gives me freedom and security!
Communications medium?	Web 2.0
What especially motivates?	Clear separation between work and leisure, sense and fun at work, permanent positive feedback, individual tasks instead of team tasks

Table 6 Central Ethics "Generation Z",
own illustration, source: Rabenbauer (2017)

2.1.6 Overview values of the different generations

The following chapter gives a conclusion about the generations described above.

The table 7 shows the proportion of generations of the Austrian population. Generation Y and Generation Z together represent around 46% of the population and thus makeup almost half of all inhabitants.

The second area presents an impressive experience under which generation has been influenced. Where the Maturists and the Baby Boomers were partly influenced by the Second World War and Cold War, the New Generations are affected by terror attacks, global warming and substantial digitisation.

In the third category, the primary goal shows that the values of the first two generations overlap with those of the current generation, namely the security aspect. For Generation X, the work-life-balance is essential, and Generation Y is looking for freedom and flexibility.

The areas of digital affinity, media communications and communication channel show the most significant differences. While the Maturists are still very classically inclined and prefer letters, and face-to-face meetings, they are mostly uninterested in digitisation. The Baby Boomers already have a first IT experience and rely upon using the telephone and face-to-face meetings as a means of communication. Generation X are digital immigrants. To communicate, they use the PC and write emails or texts messages via phone. The Millennials are the first generation who show the affinity to digitisation and are called digital natives. Preferred communication is online and with a mobile phone. Generation Z is "technoholic", and their everyday life takes place online. They use the smartphone as well as integrated communication media. In the process, the preferred communication is transformed back to face-to-face, which, however, takes place via facetime (online) and WeChat. The trend towards digitisation is also demonstrated by the use of Gen Z products. Next to tablets and smartphones, which are also used by Generation Y, already nanocomputer, 3-d printers and autonomous car are used. (Fleischer, 2016)

times	Maturists (born before 1945)	Baby Boomers (1945-1965)	Generation X (1965-1980)	Generation Y (1981-1995)	Generation Z (1995 to 2015)
Impressive experience	Second World War, rationing	Cold War, economic miracle	Fall of the wall, beginnings of mobile technology	Terror attacks 9/11, social media	Economic upswing, global warming, mobile devices
Primary goal	Home ownership	Job security	Work-Life-Balance	Freedom and flexibility	Security and stability
Digital affinity	Largely uninterested	First IT experience	Digital immigrants	Digital natives	Technoholics
Typical product	Car	TV	PC	Tablet, Smartphone	Nanocomputer, 3-D printer, autonomous cars
Media communication	Letter	Phone	E-Mail, SMS	SMS, Social Media	Mobile, integrated communication media
Preferred communication	Face-to-Face meetings	Face-to-Face, Phone and E-Mail	Text Messaging or E-Mail	Online and Mobile	Facetime. WeChat

Table 7 Overview of the digitalisation and integration of the generations,
own illustration, source: Fleischer (2016)

Comparing literature, the names of the generations and the age groups vary. However, generations can be divided into a rough period of time. The Baby Boomers are the first generation where philosophers agree on the definition of the name. Although there are additional synonyms for each group. The author of this thesis defines Generation Y between the years 1980 and 1995 and Generation Z from the year 1995 to 2015. Together these two generations are defined as "New Generations".

2.3 Requirement areas of the New Generations

The previous chapters give a general overview of all generations with their defined values in the literature. The focus of the dissertation is on the requirements of Generation Y and Generation Z concerning the working world. Therefore, the following areas of requirements of the New Generations are defined in more detail: loyalty and job-hopping, work-life balance, feedback culture, career possibilities, development and education on the job, internal career opportunities, flexible and cost-efficient workspace, digitalisation and diversity on the workspace.

2.3.1 Loyalty and job-hopping

In the past, the term loyalty was characterised by two factors. On the one hand, the long-term commitment to the employer and secondly loyalty in the interest of work results. At the same time, sometimes the Generation Y has none of these characteristics. They see themselves as a brand, and excellent performance strengthens their impressions.

In recent years job-hopping has become common among the New Generations. Previously, this was unthinkable, and companies rejected applicants with too much "job experience". Caused by current economic conditions, it remains the only way for Gen Y to improve their income. However, it requires skills and a lot of courage to do job-hopping. This new trend within Generation Y is putting employers under pressure. Good and capable employees can always look for a new job. To keep employees, employers must pay adequately. Working conditions and wages have to be significantly improved, to prevent job changes by key employees. The modern employee does not eliminate the possibility to re-work for his old employer or meeting them as a supplier or customer. Networking via the alumni network is becoming increasingly important.

Companies are forced to counteract against a possible wage spiral which is caused by the increased flexibility by the employees. The antidote for this is more money and incentives for those who get the job offers, and less for the others, which is the classic HR perspective. As a result, differentiated wage development would arise. The influence of the market mechanism on the attractiveness of the employees would result in the remuneration being adjusted individually to their market value. Regardless of age, attractive and qualified employees earn more. If employers pay less attention to the decreasing loyalty of their employees, they can come to the brink of their existence. (Parment, 2013)

Compared to Generation Y, also called Me-Generation, Generation Z describes themselves as loyal. The statement is confirmed by a study that shows that Gen Z shows the most approval about loyalty after Generation X. (Lakshimi Narayanamma, Srinivas & Rama Devi, 2018) They align their promises of support with issues that affect everyone, not for a small social sphere or just themselves. Gen Z further exhibits strong feelings and concern for those around them. They witnessed a high level of unemployment during their youth, which leads to the word loyalty being different in the context of the working world. This is unlike it was within the Millennials, because they are career-minded. (Seemiller & Grace, 2016)

Entrepreneurs and managers must be aware that Generation Z has no loyalty to employees or employers if they are dissatisfied. During work, they look for the sensibility and the expansion of their competence. (Balassa & Nagy, 2019)

2.3.2 Work-Life balance

Work-life balance has become increasingly important, primarily because of the New Generations. The term describes the balance between private life and working life. The employee represents the subjective conviction to be able to make a continuous contribution to the fulfilment of his private and professional motives. The term cannot be increased, so there is no excellent or strong work-life balance.

When it comes to work-life balance, it is not about balancing work and private life, so the term "balance" is misleading. That depends entirely on the individual employee, how much time is needed for one or the other. There must be enough space and time for both. If recognition and status in the working world are essential for the employee, then he needs more time for this and vice versa.

Executives' future tasks will not be easy to handle. They must coordinate very closely with the employee. Therefore, it is difficult to derive clear tendencies for Generation Y regarding work-life-balance. It is much more important for management to recognise how strong or weak, for instance, is the character or personality of an employee. Goals can change throughout of life and are therefore, dynamic. Managers must communicate regularly with their employees, even if it is a significant effort. One possible tool for this is the time wheel created by Collatz and Gudat in 2011 for the individual determination of a work-life balance. (Schulenburg, 2016)
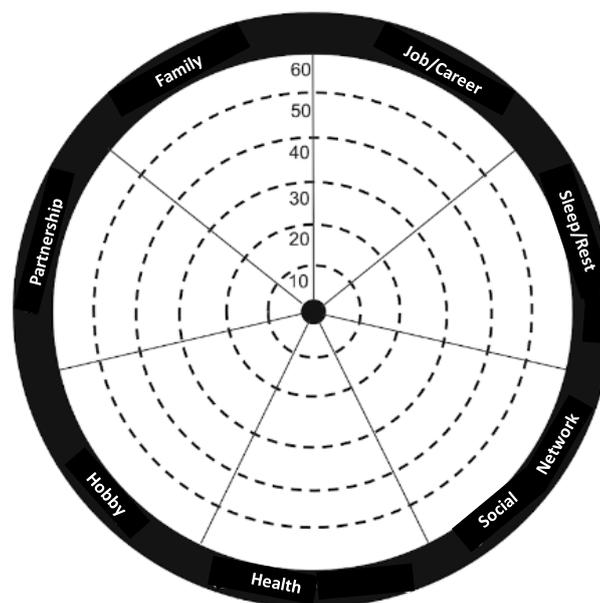
Figure 3 Time wheel,
own illustration, source: Schulenburg (2016)

As seen in Figure 3, the time wheel is split into seven realms of life where people spend time. The wheel can be used to find out which areas of life are imbalance or balance prevails. The filler must customize the wheel by his areas and allocate a maximum of 186 hours. Afterwards, the user draws with a different colour his optimal time distribution. Thus, he can derive which areas are unrepresented, and which are overrepresented.

The method helps to find out if a work-life balance prevails. However, it does not show how strongly the concrete motives of an employee are fulfilled. If the time wheel shows an unequal distribution of the areas of life, it must be concretised via personal discussions about how the situation can be changed, or which motives are given too little consideration. After the feedback discussion concrete actions have to be defined and taken. (Collatz & Gudat, 2011)

Measures distinguish between individual and organisational actions. Organisational measures affect the whole company, e.g. the adaptation of the process and organisational structure. Changes are implemented and influenced by top management. Individual measures concern individual persons. Table eight shows an overview of measures defined by Collatz and Gudat:

Organisational measures	Individual measures
Part-Time Work, working hours, sabbatical, teleworking, job sharing, qualification and fundraising programs, mentoring, leadership awareness, individualized career planning, child care, family care	Time management, stress management, sports offers, health management

Table 8 Organisational and individual measures,
own illustration, source: Schulenburg (2016)

The table shows a range of tools which help to create the work-life balance. The implementation and monitoring of measures are the tasks of the management. The work-life balance is a part of personal satisfaction and is, therefore, an incentive. (Schulenburg, 2016)

Thus, work-life balance initiatives create a win-win situation for the employees and the employers. Organisations fulfil the requirement and personal needs of the workers. A study showed that 70% of the respondents imply that a good future company has to offer flexibility and continuous education for its employees. (Lidija, Kiril, Iliev & Shopova, 2017)

The phenomenon of the reconciliation of professional and private life became apparent during Generation X. The focus was first on work and second on the family. However, it is currently changing, and we are striving to reconcile work and private life. In comparison with Generation X and Y, Generation Z prefers more flexible working hours. (Lakshimi Narayanamma, Srinivas & Rama Devi, 2018)

The cohorts of Gen Z want to handle their families and personal hobbies within flexible working hours, and the desire to spare time for themselves as well. (Fodor & Jaeckel, 2018)

2.3.3 Feedback Culture

Regular feedback is an essential aspect of the working life of the New Generations, even if it differs between Gen Y and Gen Z.

Generation Y demands constant feedback. Therefore, feedback culture is expected and necessary for companies. Millennials want to know their performance and their influence on the organisation's success. A customised feedback culture provides the opportunity to develop each

employee. Further, recognition and praise can support motivation. Management or Project managers must ensure that feedback is provided regularly. (Wulff, 2015)

Generation Z also wants to get regular feedback from their leader, but unlike their generation before, they only look for positive feedback. However, which poses a dilemma for the managers, since positive feedback can only be given if appropriate. Gen Z hides negative feedback and does not feel affected. Therefore, it is relatively difficult for executives to find the right approach. (Scholz, 2014)

Even regular feedback sessions lead to internal conflicts, and companies need to value feedback in order to address Generation Y. Older employees are often not used to intensive feedback, because this has usually taken place on an annual basis. More frequent feedback is perceived as problematic. The reason: intense feedback makes older employees feel they are linked to independence and mistrust.

For the New Generations, regular feedback promotes the bond between the employee and the employer. The employer must ensure that the employee is receiving the required feedback from internal sources instead of external ones. (Parment, 2013)

2.3.4 Career possibilities

By shifting values, the media and literature often give the impression that Generation Y people do not want to make a career. Career and work are no longer the only purposes of life. As a result, the selection of employers regarding career options is not relevant. Furthermore, they do not show the will and ambition to rise.

However, the New Generations of employees want to make a career, but they differ from their predecessor generation. They do not want to be a rising star within a mass of other employees. The main goal is to realise themselves personally. Therefore, the statement in the introduction about "they do not show will and ambition to rise" is not valid. Members of the Generation Y do not look for hierarchical structures. Standardised and classic career ladders encounter rejection. The main objective of a making career is to be a specialist or a project manager.

Career making has not the highest priority for Gen Y, and they are ready to give up power and status, unlike Generation X or the Baby Boomers. Personal happiness is more important for them than merit and possessions. In an article in a business magazine, it is mentioned that Generation Y is less willing to work ten years in a company so that one day they can reach a particular status or skip the next salary level. (Krause, 2015)

For Generation Z, who is at the beginning of their work experience, increasing automation and the rapidly changing nature of work makes job stability irrelevant. Nowadays, they want to approach work with the priority of job mobility and job flexibility. The career path of Gen Z is no longer "one job in life" like the old notion, and they will work in jobs that do not even exist yet. The challenge for the generation is the continuous adaption of new roles and tasks and their openness for technological progress. Zs will look for the possibilities to build up transferable skills to have the basis for the future, and they want to have a sense of progression rather than feeling static or stuck. For this generation, personal development and growth have high priority.

Generation Z is starting their careers in a rapidly changing world, which is influenced by external, but also by internal changes. They have the desire to keep experiencing change that will add to the multiple career paths. Members of Gen Z have self-insight into their generation that they have a lack of resilience and ability to sustain or pursue at a task over a more extended period. (Madden, 2017)

Companies must create new incentives for junior executives. The way of work and content of the job is more important than career and promotion opportunities. (Krause, 2015)

2.3.5 Development and education on the job

Generation Z graduates believe college is important to starting a career. (Loveland, 2017) Therefore, the opportunity for further development and further education is becoming more critical during working life. A study on the Generation Y of the future institute has shown that 85% of respondents said continuing education and always staying curious are the most important goals. Five hundred eleven persons were surveyed with at least a university degree in the age between 20 and 35 years. (Huber & Rauch, 2013)

For Millennials, further education and development have two main focuses:

1) It is essential to build a broad horizon of personal and working experience. Furthermore, it is about the development of personal competences. Through a varied working life, they maintain the tension that is ensured by personal development.

2) Continuing education is an integral part of planning the professional future. A wide range of experience in different areas and sectors increases their attractiveness in the labour market.

Where education is crucial for Generation Y today, it used to be a career and promotion. Huber and Rauch (2013) describe this phenomenon as protection of one's professional existence: "At a time when institutional safeguards are perceived by the state and employers as more and more unreliable, knowledge becomes a factor of individual protection."

Even though continuing education and further development is a central part of the NG that does not mean that they stay at a company their whole working life. They do not assume or consider working for a single company. Of course, this can harm companies as they invest in training and then the employee leaves the company and other companies might benefit. Therefore, they have to recruit younger employees and try to keep them with different measures for a more extended period. A possible measure, for instance, is a specific training which is beyond their current job position. Another desire of Generation Y is to collect working experience abroad. This is another possible way to keep Millennials in a longer-term and because it is perceived as a further qualification and further development for Gen Y.

When choosing an employer, further development and further training opportunities are a decisive criterion for Generation Y, as career planning is an essential element for them. This is confirmed by the study of the German University for Continuing Education. In the survey "Motivieren, Binden, Weiterbilden", 60% of respondents between the ages of 25 and 35 consider the opportunities for further development and further training to be decisive for the employer's

decision. Also, 43% of respondents in this age group agreed that this offer is very significant. (Verbarg, 2012)

For Generation Z, growth opportunity is an essential factor. Thereby, not only personal development on the job but also in terms of advancement. A study done by researcher and author Dr. Candace Steele Flippin (2017) showed that Gen Z is looking more for opportunities for upward mobility than making more money. Further, it shows that they are motivated when they have the opportunity for advancement.

In addition to personal development, the acquisition of the tuition fees is an incentive for Generation Z to work for a company. A study found out that 60 per cent of high schoolers would be willing to go straight to the workforce if their employer offers this cooperate benefit. For future employees, it brings the advantage that they receive tuition assistance. For the future employer, it has the advantage of attracting young employees to the company at an early stage. (Seemiller & Grace 2019)

At the perfect working place, a creative and motivated employee is enabled to implement its plans and ideas. Further, their career path is supported since there are several opportunities for advancement and improvement. (Fodor & Jaeckel, 2018)

2.3.6 Internal career opportunities

Chapter 2.3.1. deals with job-hopping of the New Generations. However, the intentions and motivations for relatively frequent job changes in professional life should be questioned in more detail. The following examples give first indications:

- A good CV is an integral part of the New Generations in the world of work. Therefore, they value a broad experience from different industries.
- Internationality plays an important role. For reasons of self-realisation, they want to travel and get known with new cultures.
- In general, the fear of getting stuck with only one employer.

Collecting experiences abroad is sometimes demanded by members of Generation Y, but not every organisation can enable this requirement. The opportunity to work abroad is often requested by multinational companies, as they can offer a variety of work tasks. This allows the employee to work with foreign colleagues and meets different customers. Another advantage is the cultural aspect of the company, as well as the learning of a new language for the employees. However, each company must decide for itself how far it can meet the demands of self-fulfilment of Generation Y.

The New Generations are ready to involve their employer in future planning. However, this requires a clear description of the career opportunities and these should be communicated formally or informally. The higher the transparency, the easier it is for the employee to get a self-orientation. However, formal communication should be favoured; otherwise, inequalities could arise, and the employee leaves the company without taking into account any prospects. The following options for the formal path can be defined:

- Disclosure of possibilities: career opportunities (e.g. boss, project manager), specialisation (becoming a specialist)

  - Communication of the career opportunities: Transparency of career opportunities, so that boss and employees are informed accordingly
  - Retraction of career opportunities in employee reviews (Parment, 2013)

2.3.7 Flexible and cost-efficient workspace

In addition to paper-lessness, for the New Generations, the components of an optimal workplace are desktop optimization through desk-sharing, and workspace minimization through home office, which are discussed in more detail in this chapter.

Generation Z already lives in a paperless world and feels books, as well as paper as no real media. Writing pads are used by the Baby Boomers and the Generation X out of habit, whereas for Generation Y, the computer is already the primary tool for writing.

A form of organisation in which paper lessness is the basis fits for the digital natives because they have trained in proximity to paperless media. While over the years, the work has been structured in the context of providing information, and digitisation makes it possible to present everything with digital media, a simple construction is possible.

Desk sharing is also referred to as desktop optimisation. Especially with the digital natives, who are used to only using the laptop, this form of the working world is accepted. With this organisational model, employees book a table in the system. Whether they only need a minimal workstation, because they only check e-mails or whether they need a larger workspace. Companies like IBM and Accenture have implemented these models in their offices.

Home office is the next step in desktop optimisation. This happens when the employee no longer works in the company or the office. The prerequisite for this, however, is the application of information technology that is best used by digital natives. For many companies, home office is attractive because they can save valuable office space, as well as other infrastructures like a cafeteria or parking lots. This eliminates the need to talk about management inadequacies and the impossibility of working conditions, which can lead to more efficient work. Another advantage of the home office is flexibility. If the desk is at home, everyday working life can be better integrated into the daily routine. In addition to the employees and the company, the home office also helps the environment, because it reduces traffic.

Home office offers the possibility to find a smooth transition between private and professional life. Thus, it is possible to create an optimal work-life-balance individually. The merging of work and free time often finds itself with the digital natives, since these bring along optimal prerequisites. (Scholz, 2014)

Although home office is already available in most industries, the opinion of leadership is often different. In addition to the benefits mentioned above, there are also negative aspects. Employees can take advantage of this organisational model by reducing the performance and making use of it only to their advantage. Another important aspect is that the employees can no longer meet with each other; in some cases, communication standstill can occur. Especially the regular physical exchange encourages the finding of ideas and improvements in processes. Further, building a personal network suffers from irregular meetings.

However, even though home office and desk sharing are an essential part of the modern working world for the New Generations, it is not about using it when it is available. For them, the opportunity to have the possibility and benefit if they want to take advantage of it and therefore their desired flexibility is guaranteed.

A study on homeworking shows that people of Generation Y and Z (16-29 years old) welcome the possibility for home office. Since the majority of the study participants are assigned to the Gen Y, the cohort Z cannot be given much importance. Another key point of the study is that also people of the generation of 50- to 59-year-old use home office naturally. (Latz, 2015)

The global study of Millennial Branding by Randstad US shows that home office for Gen Z has little relevance. Only 19% prefer the office at home. Therefore, condition home office is not rejected, but also not favoured. (Randstad US, 2013)

Research shows that the home office aspect has a different meaning in every generation. Within Generation X and Y, the possibility of working at home is a crucial aspect that influences the choice of the employer, which is proven by studies. Whereby although it plays a less obligatory role for the Baby Boomers and for Gen Z with the highest affinity for digital media, it is not irrelevant. (Latz, 2015)

2.3.8 Digitalisation

Digitalisation influences every part of society, such as every level of education, age group and every social stratum. In everyday communication, older generations use mobile devices and the internet as an adjunct. At the same time, digitalisation has affected every sphere within the New Generations. Gen Y and Gen Z had the first experience with the digital age at a very early stage which changes their expectations to the usage of digital possibilities and differs to the past generations. They expect and require an excellent digital infrastructure as a standard. (Ternés, 2018)

The New Generations are often described as "Digital natives" which defines the generation that is well versed in working with the latest digital technology.

Digitalisation is an essential requirement for Gen Y and Z, and brings advantage for companies in different ways, e.g. new means of generating synergies, linking sources of supply more efficiently, enhancing revenue among elements of several firms and many more. Nevertheless, in the context with digitalisation and technology in organisations, the way of communication and transparency is the main focus regarding the New Generations. For them, there is no distinction between on- and offline anymore. They are always connected and networked. Organisations have no choice to choose digitalisation and have to understand, learn and apply it. The increasingly interconnected world shifts Generation Z expectations for how work can and should be executed because they have developed a much higher instinctual relationship with technology. (Otieno & Nyambegera, 2019)

New Generations boost the digitalisation and technological process, and therefore there is a radical change in economy and society.

Further, they become used to cloud tools for collaboration, virtual teams, Wikis, online networks and platforms. The whole communication psychology changed utterly, and they do not want to

communicate without smartphones or notebooks. (Klewes, Popp & Rost-Hein, 2017) Nowadays, communications take place via social media channels, e.g. WhatsApp or Facebook and they have become an integral part of the media society. (Ternés, 2018) Survey results from Niaz Ahmend (2019) confirm that nearly half of Generation Z used mediated interpersonal communication more often than face-to-face communication and prefer digital communication (e.g. social media, smartphone or instant messaging). Using social media about three-fifths agreed that their face-to-face communication decreased. However, compared to older students, younger people used mediated interpersonal communication more often.

Technology is seen as a toolkit of instruments that can be used to create a solution for the world we live in. Furthermore, it makes our everyday life more comfortable. The use of technology is commonplace, and it is a standard obligation to learn continuously. (Klewes, Popp & Rost-Hein, 2017)

2.3.9 Diversity in the Workspace

Diversity Management is an increasingly an integral part for the management of the New Generations. The following chapter discusses the idea of Diversity Management and its impact on business performance.

Due to globalisation and the growing competitive pressure, the battle for the most exceptional talent in the labour market has begun, especially for companies in a metropolitan area. The acquisition of qualified employees, as well as the commitment of these employees and the presentation as an attractive employer, plays an increasingly important role and presents organisations with new challenges.

The module Diversity Management will be indispensable for the keywords candidate experience or employer branding. Since the resource "human" will play an increasingly important role in the future, the question arises of including DM as an evaluation criterion within the framework of evaluations and certifications of the management system. (Buchenau, 2016)

Diversity brings many interpretations with it. Practitioners and researchers are still unable to achieve a comprehensive understanding of diversity management. In the literature, social life is seen in the context of the term diversity. The definition of Wagner and Sepehri includes all that distinguishes people. These can be subjective as well as externally perceptible differences. (Wagner & Sepehri, 1999)

Of course, the topic needs to be sensitised throughout the organisation. High esteem for the distinctive way of life of their employees serves to win the fight over the talents in the long term. Especially for the New Generations, cultural diversity is a valuable asset, which is actively desired by them. The issue of women's quotas at the management level, but also in sectors, is becoming louder. Especially in today's society where Generation Z is growing up, the awareness of equality of women and men is more significant than ever. Women in leadership positions have become a matter of course for the new generation. Significant leadership positions have attracted more women in recent years. Also, the difference in the payment between the sexes is incomprehensible for Generation Z. Same work means equal pay. Generation Y is on the same page with Gen Z. The demographic change in the labour market means that well-educated

women will continue to accompany management positions in the future. (Hesse & Mattmüller, 2015)

Diversity is a measurable process when this asset is used by companies and lead to positive effects:

- Better cooperation and promotion of synergies between employees
- Increased sales and productivity
- Improvement employee satisfaction
- Stronger employee retention
- Developing new markets, especially for export-oriented markets
- Advances in the development of new solutions and products
- The exploitation of employee skills prevents a shortage of skilled workers

Diversity Management will, in the future play a key role in attracting the best talent, as it also has a positive image effect on the company through the expression of progress. (Buchenau, 2016) Even if globalisation becomes more critical, it is not part of the research content of this work.

Generation Z will leverage the diversity of experience and thought of their generation to build innovative solutions for tomorrow's convoluted issues. (Otieno & Nyambegera, 2019)

2.4 New Generations in the labour market

Today the fundamental question is "Does a company fit my CV?" rather than "Do I suit the business?". (Tulgan, 2016)

Knowledge of foreign languages, studying abroad, internships, and community involvement are key components of the curriculum vitae of Generation Y. The challenge for Generation Y is to navigate between diplomas, bachelor and master's degrees and additional training in order to obtain scarce and coveted jobs. (Böhlich, 2010)

Advanced digitisation allows people to work while on holiday or from home. Email and laptops allow the accessibility and availability of work at any time. The boundaries blur between the personal and the professional. (Parment, 2013) Flexible working hours and elaboration models are a special request from Gen Y to ensure separation and balance between private life and work. Due to a lack of challenges and boredom, and not as intended due to a lack of loyalty, the career path of Generation Y is characterised by a series of short-term employment (average 16 months). (Fitzel, 2013)

Their openness and worldview can strengthen the concept of loyalty and have nothing in common with blind obedience and subordination. Income is a significant concern for and can only be improved by frequent job changes. In addition to the monetary aspect, identification with the brand of a company plays an essential role in maintaining the loyalty of Gen Y and should be fostered by the company. The literature also mentions the importance of employer branding. A long-term working relationship can only be assured if the values of Generation Y are served. (Sheahan, 2010) Corporate networks, e.g. Xing and LinkedIn, enable to generate business contact and build a network, and this enables a quick change to a new company.

Another critical aspect of the new generation's work environment is that the chief executive represents changing values by himself or herself. In 2006 the study "How human success leadership can be" with experienced and young executives showed a significant shift in leadership behaviour. (Döring-Katerkamp & Schaaf, 2007)

Sustainability and respect are in focus for Generation Y. Nearly half of the respondents of younger executives is such a set of values a knock-out criterion during the choice of the next firm. (Fitzel, 2013)

Nowadays, having a long-term interest in workforce retention to maintain a valuable workforce is not enough. Leaders and managers have to be aware of different general generational characteristics, and also motivation factors. Continuous fluctuation can be avoided if managers build an incentive system in which most employees can find and keep their motivation. (Karácsony, 2019) Because leadership plays an essential role among the New Generations, the changes in leadership are described in more detail in chapter 5.

2.5 Cross-Generational Workplace

In history, never before so many different generations worked together in organisations. They differ in their mindsets, demographics, values, views and ambitions. Now they have to work cubicle to cubicle, side by side and shoulder to shoulder.

Multiple generations in one organisation are nothing new, but in today's post-industrial info-centred working world, physical and social separations are no longer intense obstacles to generational mixing. Before, generations were sequestered from each other by organisational hierarchisation. In manufacturing-oriented economies, they were separated through structural topography. While older (senior) employees worked at the beginning of the manufacturing chain in the head office, middle-aged workers tended to be in middle management. The physically strongest or youngest were on the factory floor. Today it is common that the older worker and younger boss mix in everyday work.

The strategy of the most profitable companies nowadays is to run a meaner and leaner business with four very various generations vying for management positions of shrinking mobility upward. One definite advantage of the collaboration between ages can be the different views of problem-solving, ideas and creativity for future business. Positive, creative synergy can lead to unfortunate intergenerational conflict: differences in the way of working, talking, thinking, views and values. Often the problems, e.g. complaints and differences, are not discussed in any constructive forum like taxes and death. As a result, unnecessary personal, organisational and departmental conflicts occur. (Zemke, 2013)

2.6 Knowledge transfer in the generational relationship

Knowledge transfer is an increasingly important role during the age of globalisation and digitisation. The opportunities for employees to take new challenges in working life leads to loss of valuable knowledge within organisations. To ensure the competitiveness in the future companies must sustain and expand their knowledge.

This chapter does not focus on the relationship between manager and employee but on the exchange between employers and employees. Mainly the exchange in both directions, also from the younger to the older generation is essential. Employees with a long company affiliation compared with the new generation have an advantage in the process and experience knowledge which might be lost by early retirement. In knowledge transfer in organisations the deciding factor for competitiveness is not the explicit knowledge contained in manuals or databases but the transfer of implicit knowledge.

The demographic change has already led companies to deal with the subject of knowledge management. Especially in small and medium-sized enterprises, a timely transfer of knowledge is essential. There are only a few persons with crucial knowledge and in important positions which are of great importance for the company. Possibilities must be realised before retirement for an orderly transfer to the younger generation. If possible, there must be an orderly knowledge transfer to the younger generation before retirement.

As mentioned at the beginning of the chapter, leadership does not play the primary role in knowledge transfer. Focus is on the interaction of the employees. However, management takes the role of the moderator, who should ensure that knowledge transfer creates a climate of trust. For an employee, his or her knowledge is the greatest asset, and in most cases, they are not willing to share it. The knowledge giver thereby gives up a position of power when the knowledge is transferred to the next generation. However, when transferring knowledge, it can also happen that the knowledge recipient gets the impression that he is no longer good enough for his task and therefore relies on the knowledge of experienced employees. The management has the role in motivating the knowledge-taker but also to take away the fear of the knowledge-giver. Leaders should counteract with great appreciation, as well as transparency in the process and goal of the transfer. (Bruch, Kunze & Böhm 2010)

2.7 Trends and outlook in the labour market

Today's world economy is harmed by very dynamic times with essential changes which will have long-term consequences for the working world. We do not know what the world of work will look like in 2030.

Technology, demographic shift, business 3.0, economic turbulence, rethinking talent, education training and generational crossroads will affect changes within in the next 15 years.

Especially the labour market will be developed by the technological revolution which started with personal computers, email, social media, smartphones and the internet and 3D printing and the ubiquitous technology will further speed up the process. Between 2015 and 2030, the labour markets of both developing and developed economies face the challenge of creating 470 million jobs to keep up with the forecast of the world's working-age population.

To prepare generations for the future and meet future employment opportunities, it will require a great collective effort of multiple stakeholders and visionary leaders. Unresolved problems from the 19th century including lack of respect for rights at work, child labour and underemployment will employ policymakers together with structural changes from the 21st century. The gap between unskilled and skilled workers will trigger social inequalities which lead to pension

models or lifetime employment. Worst case will be "pension crises", and older employees have to work beyond their expected retirement age.

Actually, there is a skill shift to digital natives which will cause a change in social norms in the future. The ways of collaboration and communication within the peer group will switch so that they spend some time online and offline.

In the next couple of years, international immigration will challenge the companies but will also offer opportunities. Different cultures, languages, nationalities bother administrative effort for countries.

Virtual team structures, flexible employment contracts, and job sharing, are keywords of the new working life. Travel time will decrease and will affect internationality in working life because of video conferencing. Permanent availability and connectivity lead to 24/7 mentality and a mixed personal and work life.

In the future, the youth will work in jobs that are not yet invented. The biggest problem to solve is the delay in training. Skills that are currently offered in the education system will not fit the needs in the future. (Vogel, 2015) The former secretary of education of the United States Richard W. Riley (1995) mentioned in his article named "Connecting Classrooms, Computers and Communities" that leaders have to think in the long term and "smell the future". For the youth they expect abundance and rising standards of living. Nevertheless, all those things are only possible if the children are prepared, with the tools they need to adjust to changing times and new circumstances.

2.8 Conclusion

In summary, Generation Y and Generation Z differ in personal values to the generations before.

Having no sense of purpose in the job, bad team climate, too much workload and not enjoying the content of the work seem to be the most prevalent barriers to work motivation. (Fratrièová & Kirchmayer, 2018) They demand changes in different areas of the working world. In addition to work-life-balance, flexibility and feedback, also the area digitalisation has priority. However, it is difficult for the leadership to derive new trends and requirements because the boundaries between generations blur and generations adopt properties from other generations.

Generation Y has already arrived in working life and is changing business cultures while the management tries to attend to their wishes. Since Generation Z is still in the early stages of development, it remains to be seen how far it is going to differ from its predecessor about their values. Today' companies have to take action to change their processes and workflows to keep good employees for the long run and to hire members of Generation Y and Z.

Nowadays, it is difficult for companies to accomplish all the requirements which are imposed for companies-to-be. Although Gen Y and Z are searching for the meaning of work, the salary and flexible working arrangements are the basis to have more time for their hobbies and family. The New Generations are well-educated because of different internships, and training and they can choose the company for which they want to work and not the company chooses the new employees. Further continuous personal development is essential for them in working life.

The positive economic development, with the parallel increase in full-time jobs and the falling unemployment rate, means a lack of skilled employees. The New Generations benefit from this phenomenon and companies have a disadvantage. Future employees can make demands to organisations and choose their future job or employer. Therefore, companies have to react to the requirements or pursuing active headhunting. (Krüger, 2018)

For the young target-oriented adolescents / young adults the way into a management position is no longer the main objective, much more new and individualised ways into leading positions have to be demonstrated. Feedback, individual career development and communication are the core values for this. In the area of communication, the whole communication psychology changed utterly. New Generations do not want to communicate without smartphones or notebooks.

Since in most cases, basic requirements are not fully met, emerging generations are willing to take a risk and to conduct job-hopping, too. In average they keep their job for about two years. Often, they are accused of showing no loyalty, but loyalty is quite crucial for them. This trend is particularly noticeable within Generation Z. Changes in organisations require human resource management leadership for the implementation of the changed framework conditions. Therefore, the areas of flexibility, digitalisation, career/development, feedback and leadership were defined in this thesis. These areas form the cluster for the previously defined requirement areas of the New Generations.

The framework conditions for the implementation of the requirements of Gen Y and Gen Z must be created by the organisations. That is why the next chapter describes the definition and change of organisations.

3. Organisation

The organisation provides the framework and creates the conditions for processes and workflows. Since strategy and organisation are closely interlinked, the organisation of the organisational structures in the company plays a decisive role, so that the developed strategy can be successfully implemented. In any case, the organisation must be adapted in detail to the strategic goals and conditions in which a company operates. Understanding the most critical ideal types of building organisations with their strengths and weaknesses helps to assess the actual organisation and make it strategy-compliant. The creation and definition of a corporate strategy are not in the content of this work. In addition to the implementation of the goals, other influencing factors must also be taken into account, e.g. the requirements of New Generations.

The following chapter defines and describes the organisation in more detail. In addition to the definition and the organisational design, it shows the different stages of organisational development. Furthermore, it describes the organisational culture with the responsibility of the leadership.

3.1 Definition of organisation

An organisation is a rationally designed and thoroughly structured social entity where whose members work together as a team towards an explicitly stated common goal. Nevertheless, in real life, most organisations differ from this "idealised" description.

A more realistic and empirically sensitive definition characterises organisations as continually developing activity systems, struggling to ensure a distinct identity in an uncertain environment and oriented towards uncertain collective goals depending on essential resources.

Some researchers imply that organisations may not match the perceptions of entity participants given change and uncertainty. Organisations are also referred to as socio-economic units, due to the mix of categories (e.g., white-collar/blue-collar member/non-member) together with cultural ideas (e.g., meanings, values) and calculative elements (e.g., benefits, costs) whose confines are rarely clear-cut and steady. (Staber, 2013)

Organisations are often constructed from nothing and can be transformed, changed, or entirely modified by people with the right skills. (Dzimbiri, 2009)

On the one hand, society and economy support organisations as a tool by solving a multitude of problems, but on the other hand, they can also be the source of new problems. Entities are often involved in the way people receive education, get entertainment, make a living, manage their leisure, have their health stored or represent their interests. (Stabler, 2013) Restructuring processes or procedures, regulations and rules or training human resources have to be done to ensure customers and employees satisfaction. (Dzimbiri, 2009)

3.2 Development of the organisations

In addition to the concept of work, people's expectations for organizations have changed in recent years. Today, this no longer fits the classical understanding of the organisation for the performance of joint work and organisational leadership.

Due to the ever-changing uncertainty of the generations in the past, adaptations of the forms of organisation have come about (see table 9). Each of the forms below shows at least one significant breakthrough that made them successful at the time.

	Impulsive organisations	Conformist organisations	Achiever organisations	Pluralistic organisations	Evolutionary organisations
Characteristics	- Pressure by the chief - Short term focus - Highly reactive - Performance in chaotic environments	- Top-down management - Hierarchical pyramid with formal roles - Stable processes - Future is a repetition of the past	- Management by objectives-main focus growth/profit and competition - Main driver innovation	- Focus empowerment and culture to motivate employees	- Self-management instead of hierarchies - Living entity with evolutionary purpose and creative potential
Leadership style	- Predatory	- Paternalistic - Authoritative	- Decisive - Task- and goal-oriented	- Service and consensus-oriented, - Participative	- Motivational - Distributed leadership
Key Breakthroughs	- Command authority - Division of labour	- Processes with long term perspective - Formal roles/hierarchies	- Accountability - Meritocracy - Innovation	- Stakeholder model - Value-driven culture - Empowerment	- Wholeness - Evolutionary purpose - Self management
Examples	- Street gangs - Mafia	- Military - Public school systems - Catholic church - Government	- Charter school - Multinational companies	- Ben&Jerry's or Southwest Airlines	- Buurtzorg

Table 9 Development of the organisations,
own illustration, source: Laloux (2015)

The author and consultant Laloux notes in his book that there is a transition to the fifth form of organisation, which he calls an integral and evolutionary organisation. Three essential core contents of this form can already be observed in companies:

- Gainness: All parts of the human self become relevant in the evolutionary organisation and incorporated into the work.
- Evolutionary sense: The members of the evolutionary organisation are not controlled but influence it with their direction and their development.
- Self-governance: The evolutionary organisation works well without the need for a hierarchical order, just as complex systems do in nature. (Laloux, 2015)

Laloux does not evaluate individual organisational developments. Every level and therefore, every organisational form have its right to exist in particular contexts. Later developed forms of

organisations are no better or worse than previous ones. Instead, they offer the opportunity to deal with a more complex environment.

The increase in organisational requirements and complexity has kept the system evolving. Significant social changes can, as a consequence, contribute to the creation or even lead to a new form of organisation. The keyword "New Work" describes precisely the two sides of this coin. On the one hand, new forms, how we must organise ourselves. On the other hand, social change, which influences the framework for coexistence. During the change from an organisational form to a new one, we seek and enter new territory. (Hackl, Wagner, Attmer & Baumann 2017)

3.3 Organisation culture

In organisational life, culture is an important aspect. Culture composes meanings and beliefs of a different nature, more often also how people in a company think or feel and act, and value is guided by ideas. Sometimes the manager pays little attention to cooperate culture because they think it is too complicated to bother about or too soft. Whether there is no unique organisation culture, but all these enumerations do not reduce the significance of culture. The importance of culture varies between companies and managers because it is complex to "use" it in a thoughtful way, and it is difficult to understand. (Hatch & Cunliffe, 2007)

Identifying a range of values that will be used to describe an organisation's culture helps management to identify and to manage it because it might not be observable immediately. (Simons, 2005)

The Organisational Culture Profile (OCP) represents culture by seven distinct values which you can see in the following graphic. The OCP is one typology that has received a lot of research attention in history and can be used to define organisational culture profile.

Figure 4 Dimensions of Organisational Culture Profile (OCP)
own illustration, source: O'Reilly (1991)

3.4 Organisation design

Organisations are affected by forces that have changed significantly from those before the twenty-first century. Challenges for managers are the competition pressure, digitalisation and new technologies which have increased production capacity, the complexity of work, enhancement of the capabilities of workers and the globalisation of markets. Traditional boundaries of firms changed due to outsourcing, information technology and alliances. However, they still must design the organisation they lead. Organisation design has long-lasting effects and managers must make decisions about how they structure people's tasks and group individuals.

They have to stipulate accountabilities, name divisions and nominate department managers. Nevertheless, some design tasks are reserved for the highest level of management, e.g. the CEO. (Simons, 2005)

To deliver business purpose, different elements of the organisation, including structure, will be aligned during the organisation design process. External trends, emerging technologies and themes must be observed and controlled to adapt changes to stay in business. Future cannot be prognosticated and will be different from what it is like now. Nowadays, organisations are designed for a chaotic and complex world and less from the perspective of a mechanistic view. One required skill for organisation designer is to have a basic understanding of systems theories. There are many different models, and the designer must find out which model fits the best. (Standford, 2014)

Organisations operate in a fast-changing marketplace, whatever their branch and can be found everywhere. Organisations are under pressure because of the rapid technological changes, global competition and more demanding consumers. Entities must provide and ensure a high standard and quality of their services and products.

According to Abrahamson (2000), since change is the norm, people should perhaps change thinking to "how to manage dynamic stability".

3.5 Impact of change on organisations and people

Strategic choices are made as the response to changes within the organisation. These decisions range from the introduction of a new service or product to the expansion to enter a new market or to leave a market, further to change the organisational strategy or to merge with another firm. During the change sometimes, companies enter a phase so-called "strategic drift", characterised by confusion, deterioration performance and lack of clarity.

Innovation, process improvement, flexibility and speed have become crucial foundations for business existence. Companies profit on the knowledge, leadership skills and ideas from workers who are critical drivers for the change through their "adding value".

However, change also brings a lot of negative aspects and expectations for the members of the organisation. In most cases, the pressure on employees will increases, which leads to long working hours.

Furthermore, this pressure can be counterproductive and lead to lower performance and stress. To keep trust within the organisation, ethical leadership and people management are essential by the management. (Holbeche, 2006)

High performance and commitment to the company is depending on the employee and is often delivered by employees with the right skills who are delivering high quality to customer solution. They have a desire for career and personal skills development.

Further work-life balance and exciting work are crucial elements of the new deal with the employer. Permanent people development, the right set on organisations values and ethical track record are in focus. People are the primary source of competitive advantage, and therefore companies must comply promises to be attractive and retain employees. (Holbeche, 2006)

3.6 Organisational culture and leadership

Managing change is becoming an extremely required skill for managers due to the importance of organisational change and cannot be split from organisational strategy, or vice versa. (Todnem, 2005

Change is not always a problem per itself, but managers and their organisation must recognise that change. More often, the problem is that managers do not have the competences and overview of the change situation.

The problem is caused by the mangers themselves and many actual managers would concur, because of the reason that affected executives are incapable of reinforcing and developing their purpose and function within challenging, complex and dynamic organisations. In organisational life, change is now an ever-present feature either on strategic or on an operational level. Organisational strategy and strategic change management must operate as a tandem. Managers must keep in mind the importance of the change, which affects human capital. (Paton, McCalman & Siebert, 2015)

Managers are not only responsible for changing the organisation, but for leading the New Generations. Leadership is described in more detail in chapter 5.

3.7 Conclusion

The increase in organisational requirements and complexity evolve the system. Significant social changes can, as a consequence, contribute to the creation or even lead to a new form of organisation. However, change also brings a lot of negative aspects and expectations for the members of the organisation. Although there is already a comprehensive basic understanding of change and the necessary strategies which are used to deal with changes in companies, many managers are not able to implement a change process within the organisations.

In addition to the concept of work, people's expectations have changed in recent years. Today, this no longer fits the classical understanding of the organisation for the performance of joint work and organisational leadership. Each organisation form defined by Laloux shows at least one significant breakthrough that made them successful at the time. Within the change characteristics of the form and leadership style took place.

The transformation of organisational forms always leads to cultural change. The success of change processes not only depends on the person who is driving the change but also on the environment of the change leader and the management team of the organisation. These include trust and open feedback corporate culture as well as the institutional capacity for change within the organisation. Changes not only cause problems and negative aspects, furthermore they bring opportunities to develop themselves and the company.

In addition to the organisation, human resources management plays an essential role in implementing the changed framework conditions. Here, the New Generations lead to changes in processes and procedures which will be analysed in the next chapter.

4. Human Resource Management

Today a simple personnel administration for Generation Y and Generation Z is no longer sufficient. In addition to HR administration, e.g. billing or contracting, the areas of personnel organisation and personnel development are part of the operational staff management. Personnel organisation refers to the organisation of work, tasks and departments, and people development refers to recruitment, the development of management tools and the qualification and promotion of employees. (Haubrock & Ohlschlegl-Haubrock, 2009)

The following chapter deals with the essential contents of human resource management and the tasks of the executives.

4.1 Definition of Human Resource Management

In the literature, the concept of personnel management is defined by different definitions of terms which are caused due to different objectives and different degrees of human resources management. Personal Development (PD) is often implemented differently in small and medium-sized enterprises than in large corporations so that job perceptions may vary depending on the company.

This thesis describes the value-adding use of human resources, considering strategies, goals, structures and measures within an organisation. The behaviour of all stakeholders of an organisation shows the results of PD effectiveness. The following mindset is considered for successfully managing resources:

- The employee represents a valuable resource for the company. The right competencies give the chance to gain a competitive advantage, which makes them a potential for success for the organisation.
- Only when employees have the right skills and are aligned with the strategy of the company, they are a potential factor for success.
- Through a variety of personnel-related decisions, but also the defined framework such as processes, instruments and goals, the PD helps to shape the strategic orientation of employees from an entrepreneurial perspective.
- Personnel management not only performs the tasks of a human resources department but also influences many stakeholders with their actions. In this functional understanding, executives, in close collaboration with HR managers, take the responsibility to ensure that PD is successful. (Armutat, Bartholmäus, Franken, Herzig & Helbich, 2018)

This approach is also referred to as the strategic human resources management approach. Schuller (1992) defined SHRM as follows:

"Strategic human resources management is largely about integration and adaptation. Its concern is to ensure that: (1) human resources (HR) management is fully integrated with the strategy and the strategic needs of the firm; (2) HR policies cohere both across policy areas and across hierarchies; and (3) HR practices are adjusted, accepted, and used by line managers and employees as part of their everyday work." (Lebrenz, 2017, p. 32)

Globalisation is creating an increasingly competitive market, where companies must develop a decisive advantage. Either through a competent or highly committed workforce or an efficient

(low cost) work for an organisation. However, in order to gain a decisive advantage over competitors, it is not enough to distinguish between low-cost leaders or to differentiate in products or services. They need corresponding skills and competencies to respond to competitor's moves and needs. The management ability to adapt quickly to changing opportunities is the most important. In today's context, human resources are a competitive advantage. Of course, in addition to defining the strategic goals, the SHRM also has to consider HR functions, e.g. selection, recruiting and training activities. HR managers become strategic partners in business operations and are involved in planning strategy. The management of HR needs to measure the monetary impact of actions and show the value-added contributions of their functions. Further, SHRM translates business strategies into HR priorities. (Dhar, 2012)

In several countries, human resource agendas are included in the management boards in organisations which confirms the importance of HR.

4.2 Personal recruiting of the New Generations

In Chapter Two, the properties of the generations were defined more closely. It became apparent that the New Generations, consisting of Generation Y and Z, have a particular affinity to digitisation, in contrast to Generation X. Social media plays an essential role, which can be traced back to Web 2.0.

In recent years, there has been a shift in the traditional and time-consuming methodology of recruiting (for example, job ads in paper form). Job offers are displayed digitally to reach applicants anywhere and quickly and further to present the company. The adaptation of a company's communication policy is necessary in order to enter into dialogue with the New Generations. Employer brand should be brought closer to the target group by using Web 2.0 technologies. Intermediate values such as leadership, flexibility and motivation are in the focus of Web 2.0. At the moment, conservative companies do not use these possibilities. Web 2.0 refers to the changed use of consumers. From the passive to the active participant, who distributes, maintains and produces his content.

The information and communication technology Web 2.0 provides the basis for the area of "social media", which is used as a platform by participants for networking or communication.

The following figure (5) shows the development of the recruiting activities from the print media to social media activities. A decisive advantage of the development is the direct addressing of a defined target group and the achievement of the more extensive range.
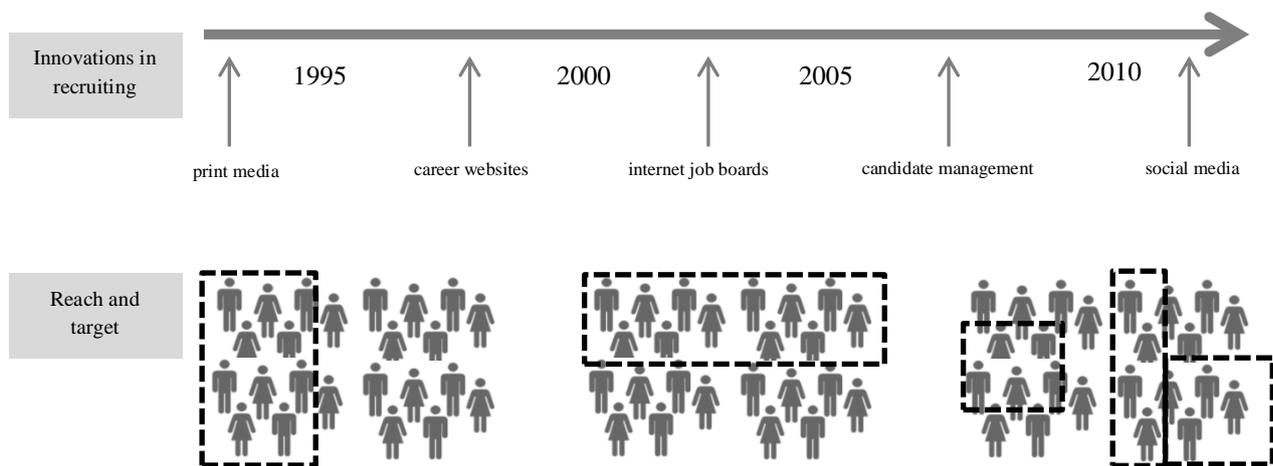
Figure 5 Transformation of recruiting starting 1990
own illustration, Sonntag (2014)

Classical recruitment tools, e.g. print media, internet job boards or career websites are not replaced by the use of Web 2.0 in personal recruiting. For career seekers and jobseekers, the Internet job portal remains the most crucial channel in actively and passively seeking information about potential new employers or vacancies.

The application of social media platforms is especially popular with the digital natives Gen Y & Z. The professionals of the future are open-minded to new digital methods. Furthermore, two other generational groups are interested in recruiting via social media: the Baby Boomers and Generation X. Compared to the New Generations, the BBs are only looking for a new job, when the situation requires a change and shows the slightest motivation for an employer change. Searching for a new challenge is based on traditional print media. Instead, Generation X combines popular channels with offers from the internet for job research.

HR recruiters must implement the changing values in recruiting caused by the New Generations (hierarchy-interrogating, flexible, web-affine). However, a cross-generational social media recruiting concept should be created to address the respective persons and not to exclude anyone. (Sonntag, 2014) The creation of the concept is not part of this thesis.

4.3 Personal commitment

After the implementation of new concepts to attract new qualified employees it is crucial to bind them to the organisation. With a strategic approach for employee retention programs, companies create the prerequisite, to bind New Generations and create future economic success.

The commitment and retention of employees can be used to derive hard economic data. One defined key indicator is the employee turnover rate. Management realises the costs and additionally derive the invest from controlling terminations. Possible expenses and costs that may arise are:

 - Costs for the declining motivation of the employee
 - Cost of recruiting for re-staffing

- Expenses for the transitional period and new employees
- Costs of training new employees

The most underrated driver of economic success is the contribution of human resources management. The commitment of highly qualified and motivated employees must be a permanent task of the Personnel Management (PM) and not a one-time activity. Focus on winning employees in a time-consuming and costly process and not to trigger terminations. This includes measures, e.g. personnel selection and familiarisation. Further actions are personnel appraisal, remuneration, personnel management, targeted personnel deployment measures, personnel service and, last personnel development. Overall there is no clear distinction between the staffing and the personnel management as a complex function in companies which can lead to misunderstandings.

The reputation for being an attractive employer and the proclaimed focus on retaining an attractive employer brand is no longer adequate for the New Generations. Rather the quality of personal products, e.g. performance incentives, and the associated employer quality make the difference. (Ruthus, 2014)

4.4 Performance incentives for employees

For employee motivation and coordination, the installation of performance incentives is an essential tool for corporate management. The incentives created are designed to prevent unwanted behaviour of employees and to generate the desired behaviour. However, here the goals may differ from the employees and the goals of the company, and it can lead to problems. An individual incentive system allows companies to generate a high degree of commitment from the employee. (Jost & Bieberstein, 2013)

There are different stimuli for motivation, where remuneration, as a material incentive system, is one of the main incentives for staff. However, this is only a one-dimensional approach. Thus, all rewards in organisations are material incentives to cover the service provided. These motivations factors are divided into the mandatory and optional incentives that include investments in the economic success of the company and in compulsory stimuli that include the salary. The second dimension is the intangible incentive, e.g. flexibility and communication. (Lippold, 2015)

The following graphic (10) shows an overview of possible incentive systems:

Material incentive system		Intangible incentive system
Mandatory	Optional	- Communication / Information - Personal development - Leadership style - Work content - Flexibility - Career and promotion opportunities - Job security - Status / recognition
- Vacation - Social benefits - Other fringe benefits - Base salary	- Variable salary - Profit participation - Equity participation	

Table 10 Overview of material and intangible incentive system,
own illustration, source: Lippold (2015)

To create an incentive system, companies must be subject to specific requirements. Incentives must be designed in a fair way to the employee's perception. If these are perceived as unfavourable, it may lead to less willingness to perform and demotivation. The incentive systems must be comprehensible, and therefore transparent for the people working for the organisation. Businesses must also ensure that these systems are cost-effective, sustainable, and consistent with the organisation's goals. The goal is that the income generated by the stimuli are higher than the resulting costs for it. (Lippold, 2015)

The intangible incentive system plays an important role, especially for the New Generations. This instrument serves to keep employees motivated in the long term. (Stubenschrott, 2018)

4.5 Personal development

The following chapter deals with the subject of personnel development. HR development aims to congruence the potentials, performance and skills of employees and the needs of the organisation. (Rosenberger, 2014) Further, it is a central requirement from Gen Y and Z to organisations.

This includes all education and training activities to maintain, enhance or improve the skills of employees. In the first step, the management needs to assess the status quo of the employee. It compares the current qualifications, abilities and potential of the employees and assesses them, in under- or over-qualification. In the next step, the goals are recorded and defined. Each company has a different approach to action, such as training-on-the-job, or internal and external training possibilities. The success of the measures can be checked regularly. (Miebach, 2016)

The following process shows the definition of personnel development:

Figure 6 Process of Human Resource Management,
own illustration, source: Stubenschrott (2018)

There are three different options for education and training in companies:

First, the exchange of specialised knowledge and the understanding between economical and technical. The employee must understand the processes and connections within the enterprise. Second, the combination of expertise with an enhancement of skills. Employees must apply their knowledge in practice. The last option is the most difficult, where people must develop values and new attitudes. The goal is to promote openness to social and technological change while enhancing the personality. (Holtbrügge, 2010) Today's organisation must deal with different generations in the labour market. Therefore, they must implement different learning methods. (Krisor, Rowold & Block, 2013)

4.6 Personnel development as a management responsibility

The implementation of personnel development in an organisation depends on different actors and can be driven or blocked by them.

The extent of personnel development is decided (strategically) by the company management and prioritised. However, the most attractive development offer for employees is worthless if the acceptance is not available. The power of decision-making about employee-related personnel development is in finally decided by the direct supervisors. In literature, this procedure is called a stakeholder triad.

It can be summarised that leadership are classified as the most important stakeholder group in people development. They are responsible for identifying individual educational needs according to the requirements of their field of work. Furthermore, the task of the direct supervisor is not just the point of contact for their employees, but also to identify the potential, situation and interest of their employees.

The managers have a further strong influence on the learning behaviour of the employees. If employees are actively involved in the staff development measures, individual learning curve increases. If they do not receive any support from their supervisors, the learning transfers decrease. Executives take on role models in companies, which can also favour or hinder the learning culture in the long term.

In order to successfully implement a strategic personnel development project in the company, the functional area of the PD should strive for sustainable cooperation with leadership. The successful implementation of personnel development in companies is promoted by close cooperation between executives and HR department which must determine the requirements and take them into account in personnel development concepts. (Von Au, 2018)

4.7 Conclusion

The topic of Human Resource Management shows the change through the influence of the New Generations. Further drivers for the transformations are the changes in values, globalisation and digitalisation.

Traditional HR has changed from personal administration activities, e.g. billing or contracting to a strategic HR, which also takes strategies, goals, structure and measures within an organisation into account. Of course, in addition to defining the strategic goals, the SHRM also must consider HR functions such as selection, recruiting and training activities. HR managers become strategic partners in business operations and are involved in planning the strategy.

Besides the classical material performance incentives for employees, for the New Generations, the intangible incentive system is essential. The focus is on flexibility, leadership style, personnel development and job security. Base salary and vacation are mandatory for Generation Y and Z and satisfy them only for a fraction. The optional material incentives, such as variable salary or profit participation, can only motivate in the short term.

Especially in HR management companies focus on implementing personal development activities. A study showed that for a successful implementation of strategic personnel

development, the functional area of the PD should strive for sustainable cooperation with the leadership. While HRM is responsible for adapting to the recruitment and development of Gen Y & Z, management is responsible for the final implementation of processes.

Leadership plays an essential role in this context, not only the changing demands to future leaders but also the responsibility for the implementation of requirements. Therefore, the importance of leadership is described in chapter five of this thesis.

5. Leadership

The next chapter analyses the term leadership in more detail. For a better overview first, a definition will be applied. Afterwards, the difference between management and leadership will be discussed. Since the focus of the work is on the New Generations, the leadership of Generation Y and Z with their characteristics will be described in more detail.

5.1 Definition of Leadership

After a long and intensive review of literature, no uniform and agreed definition of leadership was found. However, most descriptions indicate that leaders are influencing persons.

In general, management needs leadership to be effective, and therefore they need to be separated because they are two different actions. In management, the use of techniques and controlling measures play a significant role, also better known as administrative activities. In this regard, leadership is seen as inspiring, future-oriented and charismatic in our psyche. (Walker, 2011)

"Most people in big companies today are administered not led. They are treated as personnel, not people" meant Townsend author of the book "Up the Organisation" in 2007.

Leadership is perceived differently by people, depending on the situation, and can be diverse and multi-layered. In this regard, management can be combined with positive or negative associations. The managing director is the governing entity of a company. Managers must continuously train themselves in different areas, e.g. team leadership, meaningful leadership or self-management. The examples show how multi-layered leadership can be and therefore, cannot be defined in one sentence.

Leadership is not a static position, but rather the interactions between leaders and followers that should lead to a specific outcome. The approach of including followers is multi-dimensional and has increasingly been understood in recent years as modern leadership.

"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal" (Northhouse, 2015, p. 6)

Northhouse's definition can be divided into the following central components of leadership:

  - Leadership as a process
  - Leadership involves influence
  - Leadership arises in groups
  - Leadership is about common goals

As previously mentioned, the focus is on the constant interaction between managers and employees, which creates an effect and influence without which leadership cannot exist. Influencing creates groups that work together towards the same goal since only the impetus can be given, but something can only be achieved through a joint movement.

Leadership involves influencing and occurs among people who want to change. Moreover, the changes reflect the goal shared by leadership and followers. A leader is not responsible for the project status, but he or she influences others to come around a shared vision. Further, he or she is responsible for the change and designing the desired future. Leadership involves people and therefore needs followers. A leader manages to convince people who follow him or her, and he or she can be a follower. That is what makes a good leader and has the effect of setting an example. Essential characteristics for leaders and followers alike are energy and enthusiasm. The best practice is if leadership is shared between leaders and followers, and everyone accepts a higher level of responsibility and commitment. (Daft, 2014) The figure (7) shows the key elements:
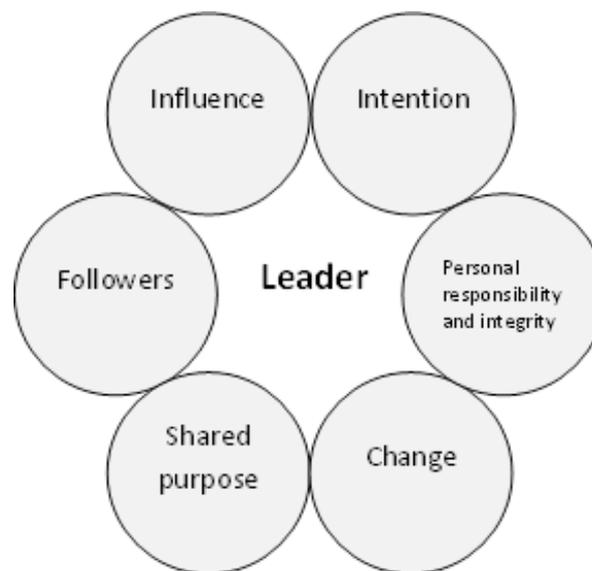
Figure 7 What Leadership Involves,
own illustration, source: Daft (2014)

5.2 Difference between Leadership and Management

Leadership and management are very similar, but they also have many different characteristics. Aristotle, who has used the word leadership, was a Greek philosopher and polymath in Ancient Greece. The term management first appeared in the 20th century. Leadership focuses on the cooperation and involvement of people and pursues the effective achievement of goals. Leadership is the creation of visions and the dominant influence on others for a sustainable change. In the context of the term management, the keywords organisation, planning and controlling are mentioned. (Northhouse, 2015)

Kotter in 1990 defined the difference between leadership and the act of management as the following:

"Leadership is different from management, but not for the reason most people think. Leadership isn't mystical and mysterious. It has nothing to do with having "charisma" or other exotic personality traits. It is not the province of a chosen few. Nor is leadership necessarily better than management or a replacement for it: instead leadership and management are two distinctive and

complementary systems of action. Each has its function and specific activities. Both are necessary for success in an increasingly complex and volatile business environment." (Kotter, 2001, p. 3)

Leadership sets direction, align people to achieve a vision by inspiring and motivating employees. (Kotter, 1990) In contrast, management is a process that aims to control the organisation's formal functions (Kotter, 2001).

Management is about coping with complexity, while leadership is dealing with change. In recent years organisations were facing a more competitive and more volatile environment which demands more leadership. (Kotter, 1990)

The following table (11) shows Kotter's (1990) defined differences between leadership and management within modern organisations:

Management Produces Order and Consistency	Leadership Produces Change and Movement
Planning & Budgeting - Establish an agenda - Set timetable - Allocate resources	Establishing Direction - Create a vision - Clarify big picture - Set strategies
Organising and Staffing - Provide structure - Make job placements - Establish rules and procedures	Aligning People - Communicate goals - Seek Commitment - Build teams and Coalitions
Controlling & Problem solving - Develop incentives - Generate creative solutions - Take corrective action	Motivating and Inspiring - Inspire and energise - Empower subordinates - Satisfy unmet needs

Table 11 Management vs Leadership,
own illustration, source: Kotter (1990)

5.3 Requirements for future leaders

The difference between the managers and leaders of tomorrow cannot be described with two or three characteristics. In the future managers must lead and run businesses of all sizes. Unlike managers, leaders will continue to develop and inspire their organisations and businesses. Instead of doing things flawlessly and lossless and "doing things right", they will "do the right things". The future and strategic perspective will become more critical without losing the current state. A shift in characteristics will take place. The focus on corporate key figures and stakeholder and shareholder values will change to a holistic view, namely, to pursue the company's vision, but not to ignore the company's key figures. In business practice, the characteristics of leadership will increase.

The following table (12) shows different attitudes, thinking and approaches of managers and leaders of tomorrow. In the future, both types will be needed, management and leadership

qualities. However, only management skills will significantly decline, and leadership skills will predominate.

Manager of tomorrow	Leaders of tomorrow
Strives to do things right	Attempts to do the right things
Continues to run the company	Inspires and develops the company
Manages and controls	Relies on vision and innovation
Focuses on key figures	Focuses on the overall success
Has the operative perspective	Has a strategic perspective
Primarily influences by position	Influences primarily through personality
Implements the goals constructively	Arouses enthusiasm for the goals
Focuses on the structures	Focuses on the people
Fall back on proven techniques	Allows new things on all levels
Bundles responsibility with himself	Delegates parts of the responsibility
Demands the implementation of the requirement	Promotes the awakening of creativity

Table 12 Manager and Leader of tomorrow,
own illustration, source: Sobolweska et al. (2015)

The tasks of future leaders are to promote personal development and the advancement of the employee's personality. Besides constructively support and positively influence of the team, they must control and mobilise the company, as well as customising of organisational processes. However, the focus is not the achievement of critical figures. The leaders take the task of the development of employees, company processes and his leadership skills. (Sobolweska, Leone & Buzek, 2015)

5.4 Digital Leadership

In the next few years, digital leadership will be the buzzword in organisations. Due to the "digital natives" of Generation Y and Generation Z, the combination of digitisation and leadership will play an important role.

In the literature, digital leadership is understood as the convergence of information technology, security technology, entertainment and telecommunications. The content of this modern management method is the use of media management and new media platforms. Digital leadership can also be found in the context of the e-leadership approach.

In the definition of "Digital Leadership", Goethals, Sorenson and Burns (2004) differentiate between two concepts: "Digital Leadership" and "Leadership in the digital age". The latter examines the change of leadership in the development of a knowledge society. The management level is required to adopt information and communication technology (ICT), to recognise the opportunities and advantages of the technology and to use them effectively. In "Digital Leadership", the focus is on managing with the help of multimedia (computers or communication). As can be seen, the two types of definition are very similar to each other. Due to the rapid change in digitisation in the last ten years, old definitions no longer apply and need to be reconsidered. Therefore, this paper refers to the latest definitions drawn from the literature. Velten et al. (2015) define the digital leader as follows: "as a digital leader and responsible person(s) for the digital transformation in companies. (…) As a digital manager, the digital

leader represents the digitisation of your company. He or she is characterised by the profound knowledge and pronounced "digital-first-thinking". The digital leader leads his or her team with a high degree of participation, stimulates innovations and also breaks new ground for the progress of digital transformation."

The Chief Digital Officer (CDO) is also often referred to in connection with "Digital Leadership". These are already finding their way into some organisational units. Often they are also integrated as board members. Friedrich, Péladeau & Mueller (2015) defined CDOs as follows: "We define the CDO as that executive who has been given both the responsibility and the authority to bring about the company's transformation to a fully digital enterprise."

The concept of e-leadership involves the use of electronic media in conjunction with the leadership of employees.

"(…) a social influence process mediated by AIT (advanced information technology) to produce a change in attitudes, feelings, thinking, behaviour, and/or performance with individuals, groups, and/or organisations. E-Leadership can occur at any hierarchical level in an organisation and can involve one-to-one and one-to-many interactions within and across large units and organisations. It may be associated with one individual or shared by several individuals as its locus changes over time." (Avolio, Kahai & Dodge 2000)

Fast communication media and technologies enable a digitised and networked world. The use of different methods of communication creates the possibility for people to interact beyond geographical, cultural and national borders, which places new demands on management strategies. The possibility of cooperation through digitisation means that no concrete leadership approach can be pursued, but rather that it consists of several leadership strategies. (Marasek, 2016)

The implementation and elaboration of digital leadership are limited because the thesis relates to the New Generations. However, managers must understand the latest technologies and apply them.

5.5 Generational differences in the manager-employee relationship

Due to the many different generations in the organisations, generational leadership between supervisors and employees is senseful.

Generational leadership considers ageing effects, generational character and individual life situations of the employees. This approach is contrary to previous leadership styles and is driven by employee needs, leadership styles used to be guided by leadership behaviours.

An international study of leadership research proves that individual leadership behaviour makes sense for today's employees. However, there must be an intense exchange relationship between employees and superiors. The executive promotes the self-esteem of the employee what motivates them individually. This creates a return that meets the requirements and expectations of the management. Leaders express their confidence in the integrity and skills of their employees by responding to their individual needs, strengths and weaknesses. Thus, an "exchange" takes place: performance against subsidised status.

According to Bruch, Kunze and Böhm (2010), the leadership of the different generations can only be successful if the different leadership preferences are taken into account and correctly addressed to the individual employees. The strengths and weaknesses, as well as the various potentials of the generations, can only be developed if such an individually adapted leadership style takes place.
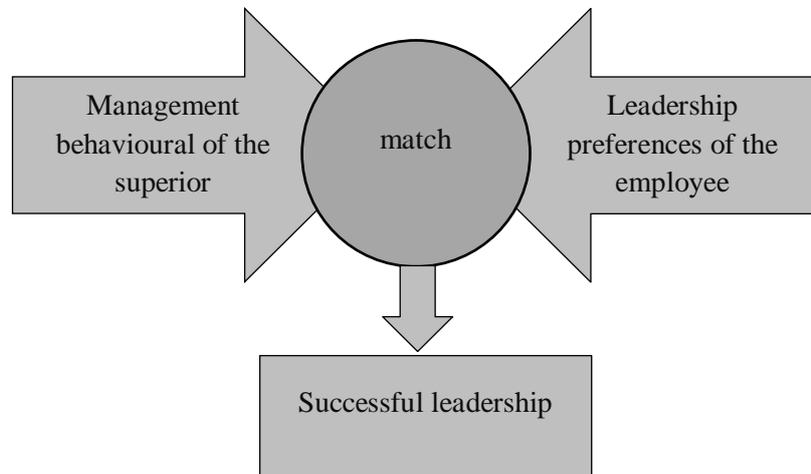
Figure 8 Implicit leadership theory for successful leadership of different generations,
own illustration, source: Bruch et al. (2010)

The figure shows that successful leadership can only be achieved if management behaviour is customised to the needs of individual employees. (Bruch, Kunze & Böhm 2010)

5.6 Leadership of different generations in the labour market

Chapter two deals with the different values of the ages defined in theory. However, on a closer examination, it can be deduced that the requirements of the generations are similar to each other. In 2009 Kodatt used the six dimensions of culturally endorsed implicit leadership from the Global Leadership survey and incorporated requirements of the generation of Baby Boomers, Generation X and Generation Y in the labour market. Therefore, she examined the finance, food processing and telecommunications industry. For the investigation, she used the following leadership dimensions: (GLOBE, 2007)

1. Participative leadership

Participative leadership reflect the degree to which the leader involves others in making and implementing decisions. Participative leaders emphasise democratic and participative decision making.

2. Charismatic/Value-Based leadership

The ability to motivate, to expect high-performance outcomes and to inspire. These leaders are visionary, inspirational, engage in self-sacrifice, demonstrate integrity and are decisive and performance-oriented.

3. Humane-oriented leadership

Humane-oriented leadership reflect supportive and considerate leadership, but also includes compassion, modesty, generosity and an emphasis on being humane.

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4. Self-protective leadership

Self–protective leadership focuses on ensuring the safety and security of the individual and group through status enhancement. Self-protective leaders are self-centred, status-conscious and induce conflicts.

5. Team-oriented leadership

Team-oriented leadership emphasises effective team building and implementation of a common purpose or goal among team members. Team-oriented leaders are collaborative integrators who are diplomatic, benevolent, administratively competent and procedural.

6. Autonomous leadership

Autonomous leadership refers to independent and individualistic leadership attributes. Autonomous leaders emphasise individualism, independence and autonomy and have unique characteristics.

The data was analysed by means of an analysis of variance to obtain the leadership preferences of the participants. The results are shown in the following table:

	Early Boomer Mean	Early Boomer Rank	Late Boomer Mean	Late Boomer Rank	Gen X Mean	Gen X Rank	Gen Y Mean	Gen Y Rank
Charismatic Leadership	5.38	1	5.54	1	5.65	1	5.65	1
Humane Oriented Leadership	4.98	2	5.17	2	5.28	2	5.24	2
Participative Leadership	4.53	4	4.42	4	4.56	4	4.82	3
Team Oriented Leadership	4.66	3	4.61	3	4.56	3	4.36	4
Autonomous Leadership	3.88	5	4.12	5	4.07	5	3.95	5
Self-Protective Leadership	3.55	6	3.80	6	3.64	6	3.53	6

Table 13 Six dimensions of leadership sorted by importance and generations,
own illustration, source: Kodatt (2009)

The analysis showed (table 13) that the Baby Boomers, as well as Generation X and Y, prefer the charismatic leadership style. Also, all Generations voted the human-oriented leadership style in the second place. The only deviation was at the participative leadership style and team-oriented leadership style. Where Generation Y wants to be more involved in decisions, the other two generations choose the team-oriented style in third place. In the case of the autonomous leadership style and self-protective leadership style, the respondents agreed again.

The study shows small differences regarding the requirement of leadership between the generations. Generation Y prefers recognition and wants to achieve an overall goal. Leadership

must involve them in the decision-making process, and further, they like to receive feedback regularly.

Generation X focuses on the family. They are motivated when they can work in a learning environment with personalised tasks. The preferred leadership style is team-oriented because they pay too little attention to team spirit.

The Baby Boomers appreciate being motivated by their leadership, and the most important property is "trust". Generation Z was not part of the survey.

5.6.1 Leaders within Generation Y

The new generation was suddenly unexpectedly on the job market, and no one expected them. While some of yesterday's managers are still very overwhelmed, leaders are already beginning to adjust to the new requirements. Generation Y has brought about a definite change in values and is starting to turn parts of the labour market upside down. Values and needs are defined in chapter two in this thesis.

Nevertheless, how should leadership within Generation Y look like now? They avoid the harassment and pressure of managers. It is a generation that cannot be impressed by rigid management. It rejects regulations and hierarchies, in part. Managers are sometimes praised for being efficient implementers, but they are not admired. Millennials expect respected persons to prove themselves daily new and get thereby their acknowledgement. Leadership is the only way to achieve business goals and lead Generation Y.

The personality of the leader offers an opportunity for identification and orientation and can impress the new generation. Furthermore, it offers a projection screen for their wishes and goals. The leaders have to animate and motivate people to join the journey, and not the manager's commands that bring the millennials on board, as they did in the past. The playful bond that is conveyed by the leader gives Generation Y the feeling of not being tied to the company. Generation Y people are willing to have confidence in their leaders, but also to trust them and already prefer to accept praise. But even the acceptance and definition of team tasks and goals. In this way, they are also prepared to take the negative side, e.g. criticism. A leader, a positive mindset, lead the new generations to better performances. Further, the company is recognised as valuable and meaningful.

The decisive element to lead, reach and address a whole generation is the personality of the future leader. (Sobolweska, Leone & Buzek, 2015)

5.6.2 Leaders within Generation Z

The keyword for Generation Z is "digital natives". Different means of communication and communication channels play a significant role here. Since Generation Z is still very unexplored in part, the first studies are already being carried out. These are astonishing, especially in the area of human resources. In contrast to their predecessors, they are hardly willing to commit themselves to a company. Instead, what counts is the strict separation between professional and private worlds. Flexibility is a particularly negative aspect when it comes to working hours, as it can be exploited by the company and is, therefore, a potential threat. It is also astonishing that the assumption of management responsibility is playing an ever-smaller role. (Scholz, 2014) An

Australian study was entitled "Do not manage me - understand me." If one wants to believe this statement, possible yet unforeseeable challenges for leadership work will fall within the core competencies of leadership. (Buzek, Leone & Sobolweska, 2015)

Generation Z is more entrepreneurial compared to the Millennials and shows a significant difference. A study showed only 11 per cent of Gen Y said they had entrepreneurial aspirations, whereas 17 per cent of Generation Z respondents agreed. By fostering innovation, project ownership and autonomy leaders and manager can cultivate entrepreneurial goals at work. (Lanier, 2017)

A particular leadership style for Generation Z cannot be derived yet. Currently, today's managers have not fulfilled the demands of Millennials. Tendencies show that the boundaries between Generation Y and Z are blurred. However, it is observed in research that Generation Z opts even more for minimal supervision. (Lakshimi Narayanamma, Srinivas & Rama Devi, 2018)

5.7 Mentors and Coaches within the New Generations

The word "mentor" in the working world has come back into focus with the New Generations, although it already has roots in Greek mythology. A former king decided to assign the task of educating his son to his trusted friend named mentor. Thereby he became a counsellor, guide, sponsor and trusted tutor to the protégé prince.

However, there are a variety of definitions of who a mentor is that have not been commonly agreed upon. A mentor is defined as a more experienced working colleague or as a superior, who ensures that the junior co-worker is counselled or given guidance on work-related issues and his well-being in the organisation, to accomplish the assigned tasks. Employees who take the role of mentoring another person is today commonly acknowledge as mentors. Protégés then refer to those employees who are being mentored by a mentor.

The word "coaching" is often used in connection with mentoring, but there is a difference between these two terms.

The purpose of coaching is to improve performance that a person can learn specific skills. Versus the purpose of mentoring is to identify the potential of a person which requires a substantial period for the relationship to be cultivated. The protégé receives guidance by the mentor base on the needs of the protégé, which is only possible after knowing him over a period of time. While coaching has a short time goal to improve a person by suggestions and inputs from the coach onto the best path to achieve their goals. Another relevant difference is that the coach often has no prior experience or knowledge of the coaching industry or area. Therefore, the coach is not a subject matter expert.

In the area of mentoring, a distinction is made between an informal and formal mentoring process. The formal is about personality and affinity-based approach to mentor-mentee matching. The formal mentoring process is about a flexible approach to goal-setting. Furthermore, the mentor's soft skills are particularly crucial for the Millennials. Therefore, mentors should be appropriately trained.

Investigations of the characteristics of Generation Y suggest that mentoring could positively contribute to long-term retention. Today, mentoring programs are increasingly practised in organisations. Millennials particularly appreciate mentoring and expect it within organisation. Therefore, it is essential to identify the characteristics of mentoring that organisations can use to develop and retain millennials. (Lim & Parker, 2020)

A study from 2017 showed that respondents indicated that they would consider staying in an organisation that offers a mentoring program with friendly, approachable and experienced mentors such that they can build trust. Further, the Millennials answered that they want a mentoring relationship that supports their retention included receiving feedback and openness. Furthermore, they prefer a mentoring program that supports learning by setting goals and observing and reflecting, such as knowledge transfer. (Ukeni, 2017)

Generation Z believes that their education has not given them the required skills to deal with future problems. Therefore, they prefer a work environment that nurtures mentoring, learning and professional development where mentoring creates the conditions. Members of Gen Z have entrepreneurial skills and encourages workplace allows flexible schedules and is sociable. (Gaidhandi, Arora, & Sharma, 2019)

In contrast to Generation Y, Generation Z has access to a wide variety of mentors in their field. Not only in the context of the world of work, but many of the Millennials would like to connect with entrepreneurial-minded high school students. The internet enables them to get in touch and connect by reading their blogs, or even emailing them directly and try to help them to make better business decisions. (Singh, 2014)

Generation Z does not want managers who are the single source of learning. They want teachers who rather supplement their learning by coaching them through their successes, mistakes and questions. (Otieno & Nyambegera, 2019)

5.8 Conclusion

While leadership is concerned with the creation of visions, the term management is concerned with controlling and planning. New Generations do not desire leadership through management. Although leadership and management are very similar, they have many different characteristics.

A shift in characteristics will take place. The focus on corporate key figures and stakeholder and shareholder values will change to a holistic view, namely, to pursue the company's vision, but not to ignore the company's key figures. A future leader must motivate employees and take them on a shared journey.

The study showed that the differences in leadership styles are not as significant as they are represented in theory between the Baby Boomers, Gen X and Gen Y. Only small differences regarding the requirement of leadership are noted.

Within Generation Y, there is a desire for leadership and employee relationship that is beyond normal work activities. For Millennials, it is essential to be recognised as part of the whole to achieve an overall goal. They want to be involved in making decisions by executives and receive feedback on an ongoing basis as well as recognition and praise. The charismatic leadership style is the most preferred by them.

Generation Z believes that their education has not given the required skills to deal with future problem. Therefore, want teachers who rather supplement their learning by coaching.

In today's organisation, leadership plays an important role, and there might be a further change caused by Generation Z. Therefore, executives' opinions about the New Generations will be examined during this work.

6. Results of research

The following chapter focuses on the methodology of research and the results of the empirical research.

6.1 Methodology and Sample

The methodological foundations of this thesis are described in this section. Further part of this chapter is the sample design as well as the design of the survey and expert interviews.

6.1.1 Methodology of research

It can be distinguished between two types of research information, primary and secondary research. In the first step, available data is analysed and examined whether it is applicable for the research. If new data must be collected, primary research must be carried out. If existing data can be used, this is called secondary research or desk research and deals with available external or internal data. (Koch, 2012).

The secondary research is often used as preparation, supplement, but also as a replacement for primary research. The main reason for secondary research, besides the cost aspect, is also the temporal aspect. However, to get new data, primary research needs to be conducted. (Olbrich, Battenfeld & Buhr, 2012)

Detailed analyses of relevant literature and empirical research have been used for this thesis for qualified research results. Bases are economic journals, internet resources, research studies and contemporary books. The empirical research was derived in an online survey and interviews with experts. Combining both methods, previous theoretical research was conducted to provide basic knowledge. Whereas the online survey and expert interviews provide practical knowledge. In addition to the professional experience, also high-quality statements from the top management will be provided.

For the definition of the research questions, the deductive method by Mayring (2015) was chosen and subsequently tested. The basic idea of the approach is to develop the advantages of quantitative content analysis and further develop or combine it in the second step with a qualitative interpretive. This approach was chosen to generate better findings than the usage of either qualitative or quantitative analysis alone. Only a survey or questionnaire would not have been sufficient in this study to get precise results.

Due to the complexity of the methodology, the graphic below should give an overview of the structure of the methods.

```
        Study I -                              Study II -
      online survey                         expert interviews
         /      \                                  |
        /        \                                 |
       ∨          ∨                                ∨
```

| Definition of requirements of the New Generations | Comparison requirements of Generation Y and Generation Z | Viewpoints of the experts about the requirements of the New Generations |
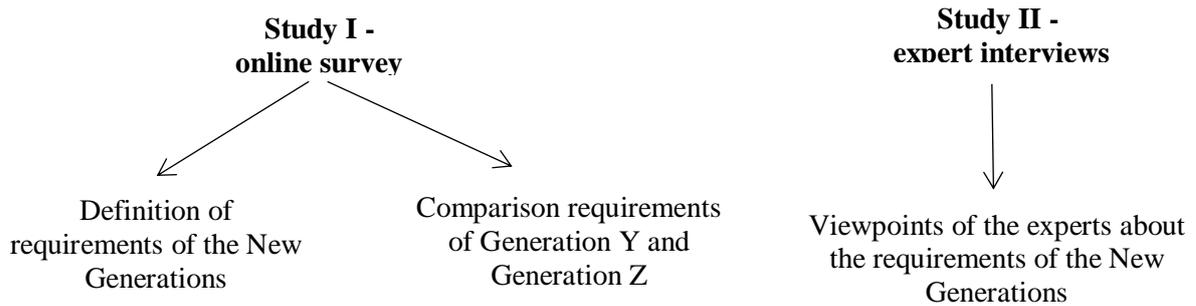
Figure 9 Methodical approach, own illustration

Subsequently, the individual steps of the method combinations are explained in more detail, whereby the exact procedure is described in the following chapters.

Study I

In the empirical approach, the first step was to share an online survey via the social platforms of Instagram and Facebook. Therefore, the findings of the literature analysis were integrated into the questionnaire. This methodological step served to identify possible new demands on the world of work. In the second step, the results of the study are used for further detailed analysis. The research is to determine the differences or similarities between the two New Generations by using SPSS-16 software for Microsoft Windows. The Wilcoxon-Mann-Whitney-Test was used to test the established hypotheses. In contrast to the independent t-test, this is the non-parametric alternative test that is used to compare if two sample medians are equal or not (Glen & Leemis, 2017). The results of the survey were integrated into the preparation of the partially standardised questionnaire for the following qualitative interviews.

Study II

The second step of the empirical approach is a qualitative analysis using expert interviews. This method is used to investigate the New Generations in working life in more detail and to extend the findings of the quantitative analysis. This questionnaire was created from the specific theoretical and empirical information analysed in detail. The raw empirical data obtained from the interviews were evaluated using qualitative content analysis. From this, the essential information and findings of the interviews were collected and structured (Mayring, 2015).

6.1.2 Sample design

In order to make significant deductions and considerations, it is essential to define the target group of drawing a sample at the beginning. (Folz, 1996)

Only if all eligible respondents reply, exact results for frequency and content can be obtained. The sample selection must be exact as possible that deductions of the whole population can be derived. Through a representative sample of the participants, only results can be inductively inferred to the population. (Berekoven et al., 2009)

For the implementation of study I it was important to involve all people of the generation Y and Z with, but also without work experience. The online survey duration should be maximum two weeks. By sharing the questionnaire on different social networks, many of the NG should be reached.

Five hundred seven people took part in the survey, and 350 of them completed the questionnaire. It is crucial that the survey is completed to get all relevant information and the big picture. Two hundred fifty-five participants belonged to Generation Y (72,85%) and 55 persons to Generation Z (15,71%). This ensured that the majority (88,57%) belonged to the "New Generations" (n=310). The collected data is called primary data because it was only polled for the investigation.

For this reason, these data obtained are individual data in their original form and are therefore easily controllable and traceable. Following table (14) provides an overview of the age of the participants. These were defined according to the age ranges of the generations in the literature.

Age	Results
Before 1945 (Maturists)	0,00% (n=0)
Between 1945 and 1965 (Baby Boomer)	3,15% (n=11)
Between 1965 and 1980 (Generation X)	8,29% (n=29)
Between 1980 and 1995 (Generation Y)	72,85% (n=255)
Between 1995 and 2015 (Generation Z)	15,71% (n=55)

Table 14 Online survey - Age of the participants, source: online survey

In study II for the selection of experts for the interviews, they needed to have first-hand knowledge in the field of leadership. It was important either to have many years of experience in the area of human resource management. Therefore, they must deal with the changes in personnel requirements and must react and take action. The respondents should be contacted by email. The aim was to interview at least eight people in a high management position. The examinations should take place within a maximum of six months.

The experts came from the home appliance, service, oil, beverage, clothing, banking, and consulting industry and are responsible for 40 up to 20.000 employees. For the topic of this research group, all of the experts needed to have many years of experience in their field to be able to respond to changes in requirements. All of them have a university degree, and two out of eight have a doctoral degree. Respondents are not named in this paper to ensure the anonymity of the experts. However, they will be described in more detail in the following chapter based on their experience and education.

6.1.3 Survey

A standardised questionnaire is part of the quantitative research and is used for the generation of data from a large number of people. Results of this research are reflected in numbers and variables. (Jacob, Heinz, Décieux & Eirmbter 2011) Analysis examines how the variables behave to each other across the sample. The following must be considered when creating a survey: (Faulbaum, 2019)

- Description of the target population
- Determination of information gathering
- Definition of the survey instruments

As part of the research process in the first step, the questionnaire is developed, followed by the execution of the survey. The last step is the evaluation of the data. The evaluation should emphasise the theoretical justification of the research question. (Jacob et al., 2011)

The online survey has become increasingly important since the turn of the Millennials. The form of data collection is used by survey institutes. Due to the low costs, the online survey was able to establish itself quickly.

Furthermore, in addition to the low cost and the rapid implementation, the possibility of getting fast results plays a significant role. (Jacob et al., 2011)

Statistical software's like SAS, R or SPSS support the evaluation and analysis of the data. The lack of flexibility with questions is the disadvantage of this method.

For the investigation, an online survey with the title "New Generations: Changes of values, leadership and organisation culture" was shared online. The NG were defined with Generation Y and Generation Z, which were born between 1980 and 1995 and between 1995 and 2015. The survey was employed and shared on social media platforms like Facebook and Instagram. These channels were deliberately chosen as the goal of the survey was to achieve a significant proportion of subjects to the New Generations and take advantage of their digital affinity. The questionnaire has the task of providing data to perform two different analyses. In study I, the survey is focused on the identification of need of the New Generations. Further, the differences in the characteristics of Gen Y and Gen Z were analysed. The survey included 35 closed and two open questions and took place between 19 July 2017 and 28 July 2017. Overall, 507 participants attended the investigation, in which 350 fully completed and final 310 belonged to the New Generations. The respondents took approximately 5-10 minutes to complete all questions.

6.1.4 Expert Interviews

The following chapter describes the structure and process of the expert interviews that took place during the investigation. In chapter 6.1.5, experts are discussed in more detail.

The guideline-based expert interviews are deductive research processes and the main survey instruments are theory-tested. This method supports the defined research questions. The findings were interpreted related to the issues and themes of guideline-based questions. (Mayring, 2015).

In this work the qualitative market research method is used. This research survey is, therefore, appropriate because the interviewer can be flexible during the conversation. There is the possibility to respond to answers, and further the interviewer can change questions. This reduces the risk of losing relevant information.

For data collection, the guided interview with experts was chosen. The advantage of this qualitative market research method is that there is the possibility to require response. (Hug & Poscheschnik, 2010) Thereby versatile insights on a subject area can be gained from the experts. An expert is defined as a person who has many years of professional experience in a specialist

field and/or extensive specialist knowledge. Opinions of people who are not so familiar with the topic can influence the results of the interviews.

More details about the selection of the experts are presented in the following paragraphs.

For the expert interviews, a guideline was created. The interviewer supports a structured survey during the interview, although still allowing a flexible process. By structuring the interview, it is possible to quickly return to the actual topic, if there is a deviation. (Mayer, 2012) A guideline question often only can be answered by spontaneously asking interposed questions. These ad hoc inquiries are not presented in the interview guide. The guideline only contains defined questions to ask and thus serves only as a guide. (Gläser & Laudel, 2010)

Eight experts from major Austrian companies were identified for the interviews. Reason for their selection was their experience of many years in leadership and human resource management. The experts were selected from different industries. Therefore, the selection is considered sufficient for the examinations.

The following questions need to be asked before the final selection of experts: (Gläser & Laudel 2010)

- Who is most likely to be able to give detailed information?
- Who has the desired information?
- Who is ready to provide information?
- Who of the experts is available?

The selection of the experts was outstanding. The following criteria have been set for this survey due to the reason that the human resource subject is the responsibility of the board:

- high management/CEO
- (international) experience (preferred in AUT/GER)
- several years of experience in the field of research
- highly educated
- motivation to support and knowledge transfer

The interviews with all of the experts had the same procedure. In the beginning, the course of the conversation was explained. Afterwards, an introduction with warm-up questions took place to know more about the background and the work experience. With the agreement of the experts, the interviews were recorded on tape.

The evaluation of the expert interviews takes place with the help of the qualitative content analysis. The collected data is structured using this method and assigned to previously defined categories. Finally, the results are presented. For large amounts of text, the qualitative content analysis is applicable. Since this is a specific evaluation technique, a combination of data preparation and data collection techniques must take place. (Mayring, 2016)

The results of the expert interviews make it possible to answer the research questions. The guideline and results are attached in the annexes.

6.1.5 Overview of the Experts List

In the following chapter, there is an overview of the selected experts. Due to the reason that the data is anonymous, they are described in more detail about their professional life. The experts are sorted chronologically by the date of the interview.

Expert A: Expert in Human Resource Management

The interview with Expert A took place on the 15 February 2018 and took 30 minutes and 57 seconds.

Expert A is 40 years and comes from Austria. S/he is an expert in Human Resources and has a Master degree in Finance and Controlling and a Master of Business Administration degree in Management and Communications. Further s/he is a lecture at the University of Applied Sciences in Vienna. Additional s/he is working as an independent consultant since 2014.

Expert A was chosen because s/he has the position of HR Director and has the responsibility of all personal tasks within is the company in Austria for more than ten years. The main tasks are the recruiting and employee development and s/he is also the interface to the global HR department.

Expert B: Expert in General Management

The interview took place on the 06 March 2018 and took 36 minutes and 02 seconds.

Expert B is an expert in management related topics. S/he has a Bachelor degree at Harvard University and a Master degree in Mechanical Engineering is 55 years old and from Brazil.

Expert B was chosen because s/he has more than 30 years of experiences in different industries, e.g. Aluminium, Building Material, Automotive and Mechanical Engineering and has experience as CEO of large international production groups responsible for strategy, human resources, sales, marketing and operations. S/he worked in Brazil, Germany, Austria and Switzerland.

Expert C: Expert in General Management

The interview Expert C took place on the 19 March 2018 and took 26 minutes and 11 seconds.

S/he is an expert in management related topics. Expert C studied petroleum industry at the Montanuniversität Leoben and is holding a doctoral degree. After the diploma s/he worked at McKinsey & Co for six years and got insights into different industries. S/he has experience as CEO within the telecommunication and post-service industry. Further, the expert is professor for strategic management at the University of Graz. In 2015 s/he published the book "Successful business management: 111 concepts you should know".

Expert C was chosen because of the tremendous experience and reputation within the Austrian business sector. Furthermore, s/he is an expert in all topics related to HR.

Expert D: Expert in Human Resource Management

The interview took place on the 16 April 2018 and took 25 minutes and 16 seconds. Expert D is 40 years old and from Austria.

S/he has a Master degree in Human Resources Management and completed studies in Ireland and France. Expert D is an expert in human resource management related topics for more than 14 years and is specialised in recruiting and employee development. Before graduation s/he did an internship at a major Austrian oil company.

The expert was chosen because s/he is related to Generation Y and has an overview of all new trends of human resources. Furthermore, s/he has insights in personal topics all over Europe.

Expert E: Expert in General Management

The interview with Expert E took place on the 27 April 2018 and took 41 minutes and 02 seconds. The expert is 62 years old and comes from Austria.

S/he is an expert in management related topics. The expert graduated from the University of Vienna and is holding a master's degree in Banking and Finance. Expert E started working in the Banking industry and spent there for more than 35 years. S/he has worked in many areas of the company and is now Head of Retail and member of different management boards in Austria.

S/he was chosen because the expert is responsible for more than 1000 employees and has an enormous knowledge of people development. Furthermore, the expert has contributed a significant share to the company's digital transformation.

Expert F: Expert in Human Resource Management

The interview took place on the 14 June 2018 and took 28 minutes and 01 seconds. S/he is 31 years old and comes from Austria.

Expert F held a bachelor's degree at the University of Applied Sciences Vienna in European Economy and Corporate Governance and is an expert in Human Resource Management. S/he joined the company seven years ago in the HR department, and for three years the expert is the Head of the department. The expert started his/her career in the department and therefore knew all processes in the company.

Expert F was chosen because of the knowledge in personnel management, employee management, personnel marketing and controlling, personnel development, compensation management, diversity management, Austrian labour law, recruitment and employer branding.

Expert G: Expert in Human Resource Management

The interview took place on the 20 June 2018 and took 28 minutes and 06 seconds. Expert G is 45 years and comes from Austria.

S/he studied at the University of Vienna and besides a master's degree in business administration s/he is holding a doctoral degree in HR Management. Expert G is the Head of HR Development & Recruiting and is leading a team of 8 professionals. During his education s/he collected experience in different organisations and countries, e.g. Belgium and Austria. Today s/he has more than 12 years' experience in Human Resource related topics.

The expert was chosen because of knowledge in Executive Coaching, Strategy, Event Management, Personnel Management and Organisational Development.

Expert H: Expert in General Management

The interview with Expert H took place on the 24 July 2018 and took 18 minutes and 58 seconds. S/he is 39 years old and comes from Austria.

Expert H graduated on the University of Vienna and is holding a master's degree with a focus on administration, information industry, change management and management development. S/he is an expert in Change Management and has ten years working experience in the consultancy and worked on projects for different clients in the banking industry in Russia and Germany. Furthermore, s/he is responsible for recruitment activities in Austria and Germany. Beside s/he is taking care of all change management topics within the company and is responsible for the change readiness of the own company.

Expert H was chosen because of the experience in the consultancy with a focus on Change Management in Austria, Germany and Russia. There s/he must be able to react quickly to different inquiries of the clients, in different countries within different organisations.

A conclusion of the chosen experts will be given;

the interviews were carried out with experts from different businesses with a focus on Austria and Germany. It was essential to get a broad spread to investigate if there are differences in the industries. All experts wish to remain unidentified. The eight experts all have a University degree, and two are professors at Universities in Austria. Two out of eight has a doctoral degree. Three of the respondents have more than 30 years of experience and are in the position of the CEO. The remaining five experts are experts in Human Resource Management and partly have management positions. They have international experiences all over the world: Austria, Germany, France, Ireland, Switzerland, Russia and Brazil.

6.2 Research questions

The following research questions will be answered in Study I and Study II. The previous theoretical elaborations support the investigation.

Study I

Research Question 1:   What are the demands/requirements of the New Generations to organisations?

Research Question 2:   What are the differences between Generation Y and Generation Z regarding their requirements?

Study II

Research Question 3: What is the view of the management regarding changes in organisations?

6.3 Results Study I

The online survey with the title "New Generations: Changes of values, leadership and organisation culture" will be described in the following subchapters. The following abbreviations were defined for an easier understanding.

--	(1)	strongly disagree
-	(2)	disagree
o	(3)	partially agree
+	(4)	agree
++	(5)	strongly agree
n		number of people answering the survey/question
Ø		arithmetic mean
%		percentage
±		standard deviation

The following chapter is divided into two parts and describes study I, which is investigating the requirements of the New Generations and the differences between Generation Y and Generation Z.

6.3.1. Demands/requirements of the New Generations

This chapter describes the results of the online survey in detail.

In the section, the social-demographic data is presented in more detail in order to get an overview of the characteristics of the participating persons. The classification of age is referring to the literature-defined generations and was presented in chapter 6.1.2 Sample Design. The focus was on the years between 1980 and 1995 (Generation Y) and those born after 1995 (Generation Z). In order not to exclude the older participants from the beginning, other age groups were designed analogous to the theoretical findings. However, these were not taken into account in the evaluation. Thus, the amount analysed for this study represents 310 people. Two hundred fifty-five participants belonged to Generation Y (82.25%) and 55 persons to Generation Z (17.75%).

The social-demographic data "gender" is self-explanatory. The gender distribution shows a strong shift to the female sex. This might be caused because active usage of social networks is higher by women than by men. (Statista.com, 2018) The following table shows the distribution of sex. 74.19% of the respondents were female (n = 230) and 25.81% were male (n = 80). (see table 15)

Gender	Result (n=310)
Female	74.19% (n=230)
Male	25.81% (n=80)

Table 15 Online survey - Overview of the gender of the participants, source: online survey

The next question examined the education level of the respondents. The majority (118 out of 310) have an A level graduation (38.06%). 102 (32.90%) earned a degree from the University of Applied Sciences and 58 (18.71%) a University degree. That underlines that personal development plays a significant role within the New Generations. Twenty-seven participants (8.71%) have a professional education, three persons (0.97%) another school degree, two persons (0.65%) graduated at primary school, and no one has a doctoral degree. (see table 16)

Graduation	Result
Primary school	0.65% (n=2)
A level	38.06% (n=118)
University	18.71% (n=58)
University of Applied Sciences	32.90% (n=102)
PhD	0.00% (n=0)
Professional education	8.71% (n=27)
Other	0.97% (n=3)

Table 16 Online survey - Overview of the graduation of the participants, source: online survey

To get a comprehensive overview, it was necessary for the survey that respondents partially entered the working life and completed a study. Thus, during the investigation of current needs, but also future requirements can be considered and compared.

Figure 10 shows that 182 of the respondents (58.71%) are currently employed and ten persons complete an internship (3.22%). One hundred sixteen of the participants (37.42%) are students. Seven out of 310 are self-employed (2.26%), ten people (3.22%) are looking for a job, and thirteen (4.19%) are passing an apprenticeship. Eight answers are classified in the category "other" (2.58%). Due to duplication, the total number of responses is not n = 310. For example, people who study can also be in employment at the same time.
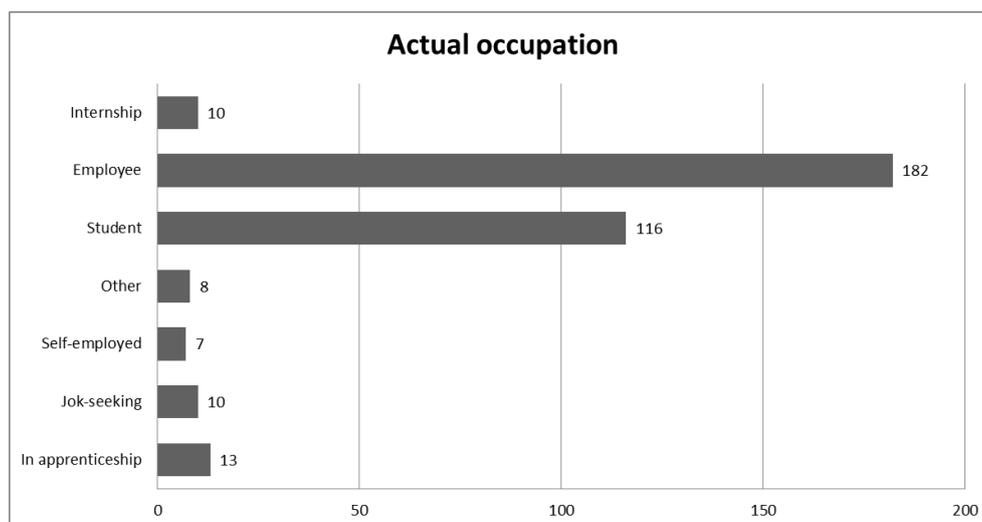
Figure 10 Online survey - Overview of the actual occupation of the participants, source: online survey

Theory often mentions that members of the New Generations tend to change their jobs frequently. Therefore, the next question was defined to find out how long the New Generations are in their current employment. Table 17 shows that the majority of 62 of the respondents (32.29%) works in the same company between one and three years, which underlines the statement at the beginning. However, it should be noted that 53 (27.60%) of the survey participants already work for more than five years at their current employer, which does not correspond to the stereotype of the New Generations. Thirty-nine people (20.31%) have three to five years of an employee relationship, and 38 people work for less than one year for their employer. The evaluation shows that ten respondents are currently doing an internship. The

category is disregarded since, in most cases, it takes three to twelve months to complete an internship.

How long is your employee relationship?	Result
Less than 1 year	19.79% (n=38)
Between 1 and 3 years	32.29% (n=62)
Between 3 and 5 years	20.31% (n=39)
More than 5 years	27.60% (n=53)

Table 17 Online survey - Overview of the duration of the current employee relationship of the participants, source: online survey

Due to the high number of respondents of the Generation Y and Generation Z, requirements can be derived, and the research question answered.

After the social-demographic section, the following open questions were asked to the subjects who are currently in an employee relationship (employee or internship):

1) What are your worries about your current employer?
2) What are the suggestions for improvement at your current employer?

This part of the questionnaire offered the opportunity to address problems directly and to recommend possible suggestions for improvement. In the analysis of the data, topic blocks were formed and clustered. Since the questions are formulated in a relatively similar way, there derived suggestions for action for the management of possible "worries". Since the answers are covered in the defined categories of the questionnaire, the evaluation of the open questions is not the content of this thesis.

The first section analyses and summarises the findings of the area "career".

6.3.1.1 Career

The first category of questions measures the importance of the career goals of the respondents. Therefore, five statements were defined and requested.

One hundred fifty-six of the participants partially agreed (50.32%) that making a career has a high priority for them. Eighty-seven people (28.06%) agreed, and only 25 members of Generation Y and Generation Z (8.06%) strongly agreed on this statement. The mean is 3.28, which shows that a career is not the primary perspective within the New Generations, and that differentiates them from their predecessors.

On the statement "career should be in relation to remuneration" 163 participants agreed (52.58%), and 121 participants strongly agreed (39.03%). No one strongly disagreed on the question. The mean is at 4.29, which shows that remuneration is and will always be an essential aspect of everyday working life, even among the New Generations.

Two hundred twenty-one of the Millennials and Zs (71.29%) strongly agreed that the working atmosphere and work colleagues are more critical for them. Also, 76 respondents (24.52%) agreed on this comment. The mean of this question is at 4.64. Only one person strongly disagreed on this statement which underlines the strong approval. For many respondents, the work atmosphere is very important, as they spent most of the time with colleagues during the week.

The New Generations are often called "Job Hopper," that is why the statement "job hopping is part of making a career" was reviewed. The majority of 170 people (54.83%) partially agreed. Forty-four participants agreed (14.19%), and seven members of Generation Y and Generation Z strongly agreed (2.26%). Striking was that 71 people (22.90%) disagreed on this statement and eleven strongly disagreed (3.55%). The mean is at 2.82 and shows that the New Generations do not see job-hopping as a career component. However, due to their excellent school education, the cohorts have the opportunity to change their employer if requirements are not met. This result underlines that around 28% have been working for more than five years with their current employer.

In the section "family and friends have priority over work" 110 people (35.58%) agreed, and 99 people (31.94%) strongly agreed. Eighty-four participants (27.10%) partially agreed on this statement. The mean is at 3.91. The last research question emphasises that social values related to "career" of Generation Y and Generation Z are more critical than making career.

Table 18 gives an overview of the results of the area "career".

Career	--		-		O		+		++		Ø	±	0
n = 310	n	%	N	%	n	%	n	%	N	%			
Making career has top priority for me	3	0.97	37	11.94	156	50.32	87	28.06	25	8.06	3.28	0.86	2
Career must be in the right relation to remuneration	-	-	2	0.65	23	7.42	163	52.58	121	39.03	4.29	0.68	1
Working atmosphere and work colleagues are more important to me	1	0.65	2	0.65	8	2.58	76	24.52	221	71.29	4.64	0.70	2
Job-hopping is part of making career	11	3.55	71	22.90	170	54.84	44	14.19	7	2.26	2.82	0.88	7
Family and friends have priority over work	4	1.29	11	3.55	84	27.10	110	35.48	99	31.94	3.91	0.97	2

Table 18 Online survey - Section Career, source: online survey

The next section analyses and summarises the findings of the area "leadership".

6.3.1.2 Leadership

The second category of questions includes eight statements which examine the requirements to future leaders. Especially the demands of the New Generations to their executive have changed and are therefore part of the investigation.

Fifty participants (16.13%) mentioned that the characteristic "inspire me "is required from the supervisor and therefore, strongly agreed on this statement. The mean is at 3.63. One hundred thirty-five people also agreed on this comment (43.55%). The result shows that this characteristic gets approval from the respondents but is not the main requirement.

Continuing feedback is a central issue within Generation Y and Generation Z, which is underlined by the demand for feedback. The statement "My supervisor must give me feedback" (mean = 4.27) is confirmed by 131 participants (42.26%) and thus strongly agreed and from 144 participants (46.45%) agreed. Never before has giving feedback played such an essential role in one generation and should be exercised by a future leader.

In the characteristic" act as best practice" 126 persons (40.65%) strongly agreed and 127 people (40.97) agreed. The mean is at 4.18. No one has contradicted this statement. Especially the New Generations are looking for role models in their executives, which is underlined with the result.

The third property is "to be a team leader" (mean = 4.31). This statement emphasises that the New Generations do not want managers with controlling skills and reject an authoritarian style of leadership. They are looking for executives with leadership qualities. One hundred fifty members of the New Generations strongly agreed (48.39%), and 123 respondents agreed (39.68%) on this characteristic.

The requirement that got the most approval from the survey participants was the statement " My supervisor/boss/CEO has to have social skills ". Mean is at 4.57. 198 Participants strongly agreed on this statement (63.87%) and 101 (32.58%) agreed. No one disagreed, and only one person (0.32%) strongly disagreed. This result can be seen in context with the career requirements, where the social requirement plays an essential role.

The New Generations further are looking for recognition and expect this characteristic from their executive. The mean is at 4.17, and no one strongly disagreed on the statement" My supervisor/boss/CEO has to show me recognition". One hundred forty-six members of the New Generations agreed (47.10%), and 112 persons strongly agreed (36.13%).

At least the results further show that the participants (mean = 3,92) agreed that the leader must reflect the vision of the company. The statement was declined (strongly disagreed) by three people (0,97%). 139 respondents (44,84%) agreed and 86 (27,74%) strongly agreed.

The last asked characteristic was about fairness and equality and is the most second demanded characteristic of executives (mean = 4.42). 172 persons (55.48%) strongly agreed and 105 (33.87%) agreed on this statement. No one strongly disagreed that the supervisor/boss/CEO has to comply with fairness and equality. The Millennials and Zs reject injustice both in the workplace and in everyday life. Table 19 gives an overview of the results of the area "leadership".

Leadership	--		-		O		+		++		Ø	±	0
n = 310	n	%	n	%	n	%	n	%	n	%			
My supervisor/boss/CEO has to													
inspire me	3	0.97	29	9.35	91	29.35	135	43.55	50	16.13	3.63	0.94	2
give me feedback	1	0.32	1	0.32	30	9.68	144	46.45	131	42.26	4.27	0.80	3
act as best practice	-	-	6	1.94	49	15.81	127	40.97	126	40.65	4.18	0.84	2
be a team leader	-	-	8	2.58	26	8.39	123	39.68	150	48.39	4.31	0.85	3
social skills	1	0.32	-	-	7	2.26	101	32.58	198	63.87	4.57	0.72	3
show me recognition	-	-	4	1.29	47	15.16	146	47.10	112	36.13	4.17	0.77	1
reflect the vision of the company	3	0.97	11	3.55	68	21.94	139	44.84	86	27.74	3.92	0.93	3
comply with fairness and equality	-	-	4	1.29	27	8.71	105	33.87	172	55.48	4.42	0.79	2

Table 19 Online survey - Section Leadership, source: online survey

The survey does not show any significant new insights, but rather, it shows connections in other areas of the company. The comment "give me feedback" is directly related to human resource management. The answer "Act as best practice" refers directly to the responsibility of the manager, who has to act as best practice in the area of flexibility, for example.

The results of the dimension "Work-Life Balance" are presented in the next chapter.

6.3.1.3 Work-Life Balance

The next category of questions includes six statements on balance between work and leisure.

Flexibility in the context of work-life balance in working life has a high priority of 84.19% (n = 261) for Generation Y and Z. The mean at 4.23 underlines that statement, only one person (0.32%) strongly disagreed. Organisations can ensure flexibility through flexible working hours or home office.

34.84% of the respondents (n = 108) do not agree that work and leisure should blend into another. However, one third 103 people (33.23%) partially agreed on this statement. The mean is at 2.65, which show that work and leisure should be separated and finds no approval among the New Generations. Nineteen people (6.13%) strongly agreed.

The question of "leisure is ahead of career and recognition" respondents only partially agree with 44.19% (n = 137). 76 people (24.52%) disagreed and 67 people (21.61%) agreed. The mean is at 3.0, which lead to the assumption that there are no clear trends. On the one hand, the New Generations do not want to be dependent on a company and want to be flexible. On the other hand, according to research results, they do not reject to make a career.

As mentioned above, in context with flexibility in working life, home office is a critical component. One hundred twelve participants of the survey (36.13%) agreed, and 84 (27.10%) strongly agreed. The mean is at 3.77, and therefore it can be deduced that the possibility is desired by the New Generations. In overall, more than 75% agreed on this statement.

Employees can work weekends through the option of the home office. For this, the statement "work should not be done on weekends" was defined. This was clearly underlined by the mean 3.97. 118 strongly agreed (38.06%), and only one person strongly disagreed (0.32%). Although flexibility is demanded by the New Generations, it should not be used to work in free time. This was already confirmed in the statement" work and leisure must be able to blend into on other ".

To ensure flexibility, companies often offer all-in contracts. The participants were asked the following question: "All-in contracts have a negative aspect, and I would not accept." The majority of 114 respondents partially agreed on this statement (36.77%). The means is at 2.92. Interesting is that 37 people do not give a response to this statement. The usage of all-in contracts shall decrease the administrative activities in companies and further ensure regulatory requirements from the governance. Although all-in contracts are sometimes rated as unfavourable, they are often standard in companies nowadays.

Work-Life Balance	--		-		o		+		++		Ø	±	0
n = 310	n	%	n	%	n	%	n	%	n	%			
Flexibility in working life is essential for me	1	0.32	2	0.65	44	14.19	132	42.58	129	41.61	4.23	0.82	2
Work and leisure must be able to blend into on other	34	10.97	108	34.84	103	33.23	42	13.55	19	6.13	2.65	1.08	4
Leisure is ahead of career and reward	10	3.23	76	24.52	137	44.19	67	21.61	18	5.81	3.00	0.94	2
Home Office is a significant aspect of time	2	0.65	23	7.42	84	27.10	112	36.13	84	27.10	3.77	1.05	5
Work should not be done on weekends	1	0.32	21	6.77	75	24.19	93	30.00	118	38.06	3.97	1.01	2
All- in contracts have a negative aspect and I would not accept	13	4.19	39	12.58	114	36.77	62	20.00	45	14.52	2.92	1.46	37

Table 20 Online survey - Section Work-Life-Balance, source: online survey

The next chapter presents the results of the fourth category "employee".

6.3.1.4 Employee

The fourth category of questions includes five statements and examines characteristics that directly affect the employees of a company.

The statement "continuing education should be an integral of profession life" found approval from 208 people and answered with "agree" or "strongly agree" (67.10%). Ninety participants (29.03%) partially agreed on this statement. The mean is at 3.87. Two members of the New Generations strongly disagreed (0.65%). Based on previous research, it is exciting to see that this statement has not received more approval from the Millennials and Zs, as education is one of the main demands of the New Generations to organisations.

More than half 206 participants (66.46%) of the survey approved that they are willing to change their job if promises are not kept by the leadership. Ninety-six people (30.97%) agreed on the statement, and no one strongly disagreed. The mean is at 3.85. Due to often-good education and courage, the New Generations show a greater willingness to change their job if they are not satisfied.

In addition to continuing education, transparency and communication are an essential requirement of the New Generations to the prospective employer, which also indicates the evaluation of the subsequent investigation. One hundred fifty respondents (48.39%) agreed, and 72 strongly agreed (23.23%) on the statement "I want to be involved in important decisions ". About one third 26.13% (n = 81) want to be partially involved in management decisions. The mean is at 3.91. No one strongly disagreed on the defined research category.

The statement "corporate benefits contribute to well-being" got the most approval in the category "employee" The mean is at 3.95. 161 people (51.94%) agreed on this statement and 81 strongly agreed (26.13%). Many large companies already offer a wide range of corporate benefits as a standard. As with the previous generations, it is desired by Generation Y and Z.

Team building activities show the lowest approval in this category (mean=3.58). Eight people (2.58%) strongly disagree with this statement. However, for 179 (57.74%) agreed or strongly agreed that team events are important concerning work. The New Generations prefer family and friends and to use their free time privately.

Employee	--		-		O		+		++		Ø	±	Not valid
n = 310	n	%	n	%	n	%	n	%	n	%			
Continuing education must be an integral part of the profession	2	0.65	8	2.58	90	29.03	128	41.29	80	25.81	3.87	0.89	2
I am willing to change job If promises are not kept	-	-	6	1.94	96	30.97	138	44.52	68	21.94	3.85	0.83	2
I want to be involved in important decisions	-	-	4	1.29	81	26.13	150	48.39	72	23.23	3.91	0.83	3
Corporate benefits contribute to well-being	-	-	6	1.94	54	17.42	161	51.94	81	26.13	3.95	0.96	8
Team building like e.g. team events are important for me	8	2.58	29	9.35	92	29.68	123	39.68	56	18.06	3.58	0.98	2

Table 21 Online survey - Section Employees, source: online survey

The final chapter presents the last area of the survey "organisation and digitalisation".

6.3.1.5 Organisation and Digitalisation

The fifth and last category refers to the transformation of companies caused by digitalisation. Therefore, five statements were defined and requested.

Although social media plays a crucial role in Generation Y and Z, only 24 (7.74%) of the respondents strongly agree that the employer should use social networks. Further 102 people (32.90%) disagree and 51 (16.45%) strongly disagree on this statement. The mean is at 2.59. The New Generations are looking for digital opportunities, but not the presence of their employer in social networks.

More than half, precisely 198 people (63.87%) agree or strongly agree that the company's reputation is essential. Eighty-six of the participants (27.74%) partially agreed. The mean is at 3.72. The Ys and Zs are looking for a perfect CV, and therefore reputation is essential for the selection of the future employer.

The highest approval in the category "organisation and digitisation" got the statement "I must be able to identify with the vision of the company" (mean = 3.76) Only two participants strongly disagree on this statement (0.65). The result is also reflected in the category "leadership", which examined the executive's characteristic "reflect the vision of the company" (mean = 3.92). Vision is becoming an increasingly important factor in the world of work.

Only 75 of the respondents (24.19%) agree, and 34 people (10.97%) strongly agree that they actively read reviews and experiences of a company on the internet. Thea mean is below at 2.77. Although transparency is required in individual areas of the workplace, e.g. as in the decision-making process of the management, the review and experience information are not relevant. Twelve people did not answer the research question.

In the context of the New Generations, the keyword "start-up" is often mentioned, which is strongly influenced by Generation Y and Generation Z. Therefore, the question was asked, "If I had the opportunity to work in a start-up, I would use it." One hundred twelve of the participants partially agreed (36.13%), which also represents the mean (3.06). Twelve people did not answer the question, and 11.61% strongly agreed (n=36). While start-ups often allow working in a young and dynamic environment, processes and other conveniences which are found in established businesses are not mature and often lead to displeasure.

Organisation/ Digitalisation	--		-		O		+		++		∅	±	Not valid
n = 310	n	%	n	%	n	%	n	%	n	%			
It's important for me that my employer is represented in social media	51	16.45	102	32.90	82	26.45	43	13.87	24	7.74	2.59	1.21	8
The reputation of a company is important	3	0.97	20	6.45	86	27.74	139	44.84	59	19.03	3.72	0.94	3
I must be able to identify with the vision of the company	2	0.65	15	4.84	77	24.84	161	51.94	52	16.77	3.76	0.88	3
I read reviews and experiences about companies on the internet	56	18.06	66	21.29	67	21.61	75	24.19	34	10.97	2.77	1.38	12
If I had the opportunity to work in a start-up, I would use it	17	5.48	58	18.71	112	36.13	75	24.19	36	11.61	3.06	1.21	12

Table 22 Online survey - Section Organisation/Digitalisation, source: online survey

6.3.1.6 Summary

The social-demographic data has shown that about 90 per cent of the participants of the survey belong to the years 1980 and younger. Therefore, it is possible to make a significant statement about the requirements of the New Generations.

The written survey showed that making a career is not the ultimate goal of the New Generations. The focus is on the right balance between career and remuneration. Important for them is the

working atmosphere and colleagues. Job-hopping to push the career is rejected by the subjects. The respondents agreed that flexibility in the workplace is a decisive and essential argument for the work-life-balance. However, only one-fifth says that leisure time comes ahead of career and recognition.

The role of leadership is reinforced by the new members in the world of work. The participants of the survey mentioned that they want to receive feedback from their managers. Also, the social component of the leader is an essential requirement. Furthermore, there should be no inequalities in the team and a balance between fairness and equality. In the cluster personal development, the respondents indicated that they want to be involved in resolutions of their executives. In their opinion, defined corporate values are important components to be satisfied with the company. Below 60 per cent disagreed that team events are essential. These support the motivation of the colleagues and the cohesion within the team, which is an integral part of the success.

Looking at the future and the change in the organisations through digitalisation, almost half of the respondents say that it is not crucial that the employer is represented in social media. This answer was an unexpected and essential insight, as the Y & Z are on different social media channels in their private environment every day. Further, the evaluations of former employees' companies at corporate portals are only read by every third participant in the survey. The reputation and vision of the company are more important. In the area of digitisation new ways of communication in companies will be more important in terms of, e.g. flexibility.

In summary, in the next years management style is affected by the new requirements. The demands of the New Generations will take leadership skills to the next level. The difficulty will be to respond to the requirements of the different generations. To keep good employees over a long period in a company represents the most significant challenge. As mentioned in theory, in the future change management and strategic management must work in tandem. Focusing only on strategy management is no longer conceivable under today's fast-changing conditions. The keyword is leadership. Unlike in the past, industries must react faster to changes caused by today's digitisation.

The results of study II "differences between Generation Y and Generation Z" is analysed in the next chapter.

6.3.2. Differences between Generation Y and Generation Z

This research focuses on the changes in the working world caused by the New Generations. Using the Mann-Whitney test will investigate whether there are significant differences between the New Generations in terms of organisations. According to theoretical research, the main difference between the two generations is the use and the need for digitisation. It remains to be seen whether there are any differences in terms of requirements to the working world since Generation Z is only at the beginning or entering their working career.

The data were analysed using SPSS-16 software for Microsoft Windows. The Wilcoxon-Mann-Whitney-Test was used to test the established hypotheses. In contrast to the independent t-test, this is the non-parametric alternative test that is used to compare if two sample medians are equal or not (Glen/Leemis, 2017: 98f).

H0: The central position parameter of the two groups is the same (Median Gen Y = Median Gen Z)

H1: The central position parameter of the two groups is not the same

The confidence level is 0.95, and the critical p-value is 0.05.

Regarding the study, the online survey was filtered to focus on those specific results, which are relevant for this paper and shows the differences between the New Generations. Eleven hypotheses were extracted from the survey, which are subject to a detailed investigation. The questions were selected because of the importance of the requirements of the New Generations.

The new sample includes 150 participants limited to members of Generation Y (n = 98 / 65.33%) and Generation Z (n = 52 / 34.67%) without a university degree. (Reason: Gen Z is demographically too young to finish their studies).

6.3.2.1 Making career has top priority for me

Figure 11 shows that Generation Y and Generation Z partially agree on the question "making career has top priority for me". The participants gave answers between two and five, with only one outlier within Gen Y. The median was three. The p-value is 0.059. Thus, there is no significant difference between the groups.
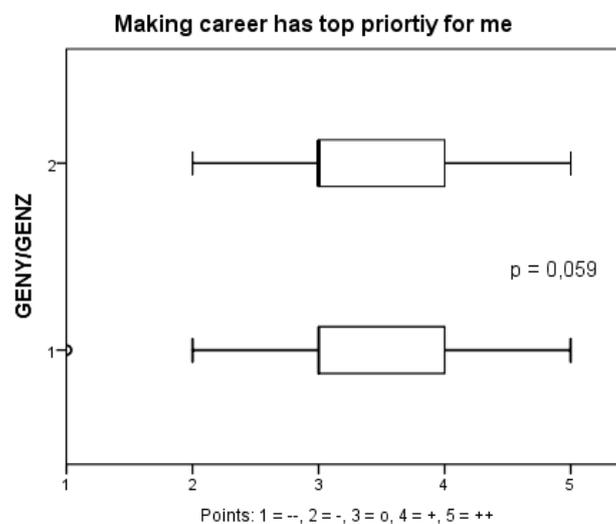
Figure 11 Online survey - Making career has top priority for me, source: online survey

6.3.2.2 Job-hopping is part of making career

The participants partially agree on the question "Job hopping is part of making career". The median of the groups was three, and there were only a few outliers. Group 1 (Gen Y) gave answers between one and five, and Group 2 (Gen Z) gave answers between one and four. The p-value is 0.285. Thus, there is no significant difference between the groups.
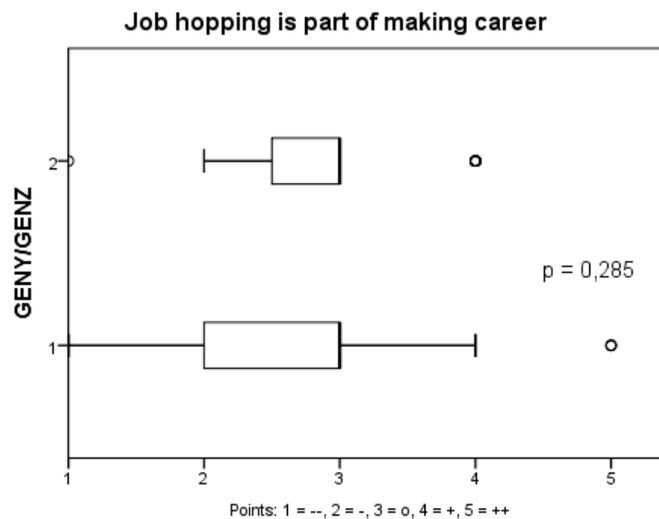
Figure 12 Online survey – Job-hopping is part of making career, source: online survey

6.3.2.3 Flexibility in working life is essential for me

The next graph shows that participants agreed that flexibility is essential in working life. The overall median was four, and there was only one outlier in group one (Gen Y). Participants gave answers between three and five which underlines the importance of flexibility in working life. The p-value was 0.475. Thus, there is no significant difference between Millennials and Generation Z.
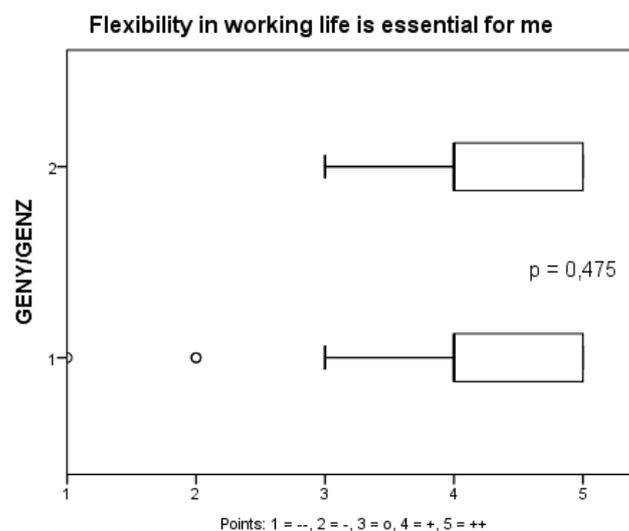
Figure 13 Online survey - Flexibility in working life is essential for me, source: online survey

6.3.2.4 Work and leisure must be able to blend into one other

Generation Z (group 2) gave answers between one and five that work, and leisure must blend into one other. Within group 1 (Millennials), only one person (outlier) strongly agreed on this comment. The overall median was three. The p-value is 0.148. Thus, there is no significant difference between the groups.

Work and leisure must be able to blend into one other
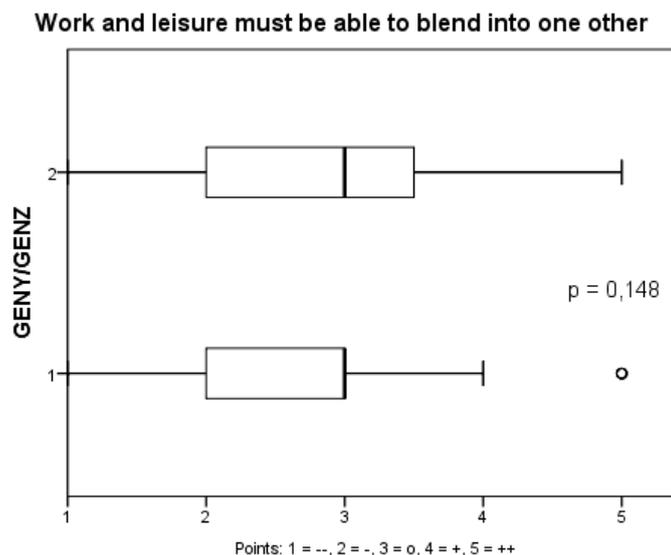
Figure 14 Online survey - Work and leisure must be able to blend into one other, source: online survey

6.3.2.5 Home office is a significant aspect of time

Figure fifteen shows that the answers were between two and five. The median of the two groups is four which means that Gen Y and Gen Z agreed that home office is a significant aspect of time. This strengthens the aspect of flexibility in working life within the New Generations. The p-value is 0.522. Thus, there is no significant difference between the groups.

Home office is a significant aspect of time
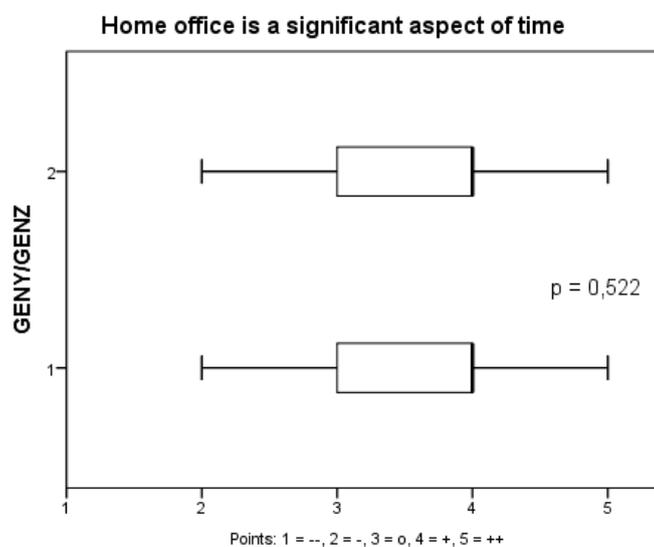
Figure 15 Online survey - Home office is a significant aspect of time, source: online survey

6.3.2.6 Continuing education must be an integral part of the profession

Personal development is an integral of Gen Y and Gen Z professional life and the New Generations "agreed" on this comment. The figure (16) shows that there was only one outlier within group 1 and 2. All other participants gave answers between two and five. The median is four. The p-value is 0.749. Thus, there is no significant difference between Millennials and Generation Z.
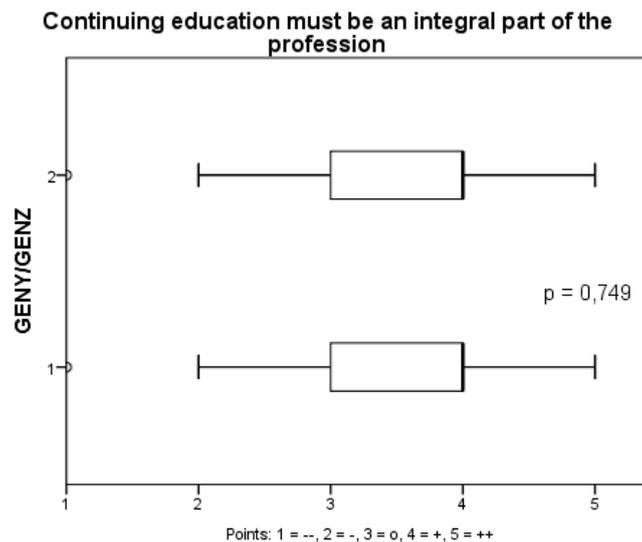
Figure 16 Online survey - Continuing education must be an integral part of the profession, source: online survey

6.3.2.7 I am willing to change job if promises are not kept

The participants agreed that they are willing to change the job if promises are not kept. No one of group 2 disagreed or strongly disagreed on this statement. This underlines the willingness to seek a new challenge if they are dissatisfied. The median is four, and the subjects agree. The p-value is 0.444. Thus, there is no significant difference between Generation Y and Z.
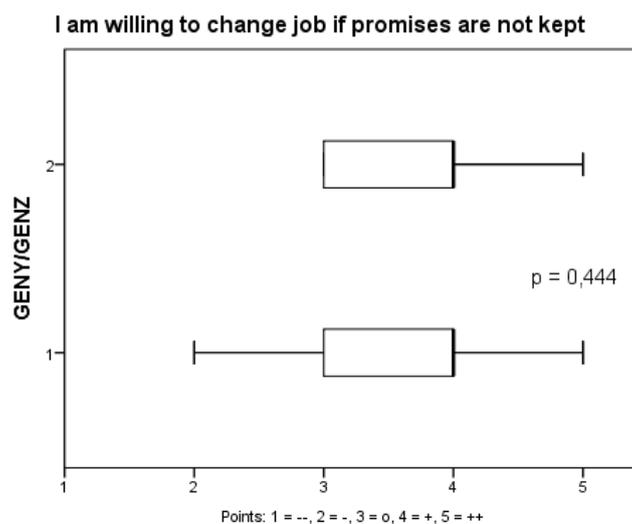
Figure 17 Online survey - I am willing to change job if promises are not kept, source: online survey

6.3.2.8 It's important for me that my employer is represented in social media

The medians of both groups do not overlap in the statement. The employer must be represented in social media. The median of Generation Y is at two (disagree), and the median of Generation Z is at 2.5. This result might reflect the difference between digital usage. There are only two outliers. The p-value is 0.871. Thus, there is no significant difference between the two groups.
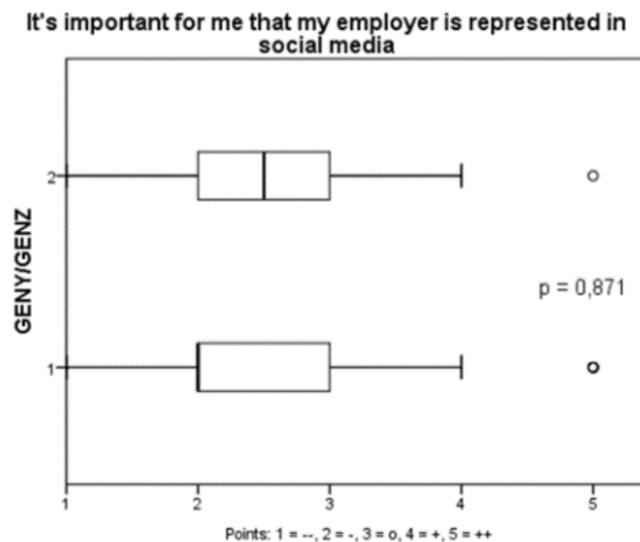
Figure 18 Online survey - It's important for me that my employer is represented in social media,
source: online survey

6.3.2.9 I must be able to identify with the vision of the company

The figure (19) shows that the median of both groups is four. Participants agreed on the statement that they must be able to identify with the vision of the company. There was only one outlier in group one. All other answers were between two (disagree) and five (strongly agree). The p-value is 0.658. Thus, there is no significant difference between the groups.
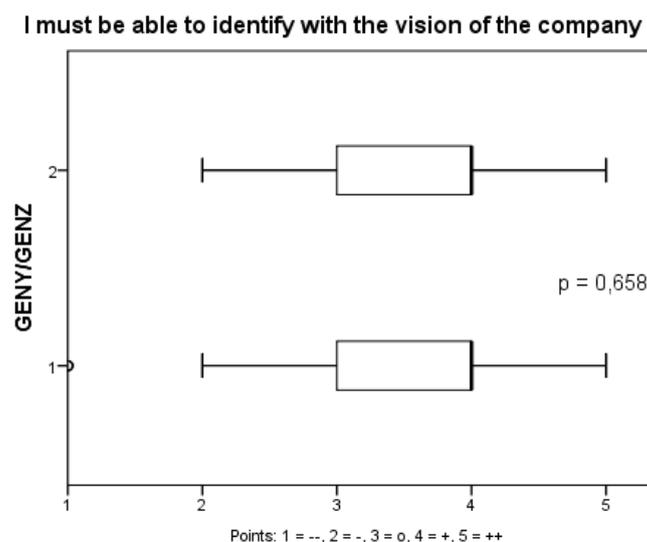
Figure 19 Online survey - I must be able to identify with the vision of the company,
source: online survey

6.3.2.10 I read reviews and experiences about companies on the internet

Figure twenty shows that subjects partially agreed to read reviews and experiences about companies on the internet. The participants answered between one and five. The median of both groups is three. There was no outlier. P-Value is 0.854, and thus there is no significant difference between the groups.
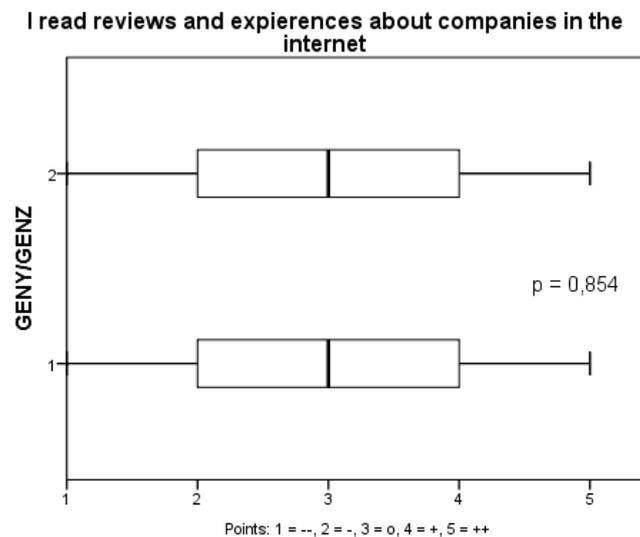
Figure 20 Online survey - I read reviews and experiences about companies in the internet,
source: online survey

6.3.2.11 If I had the opportunity to work at a start up, I would use it.

The boxplot shows that no one from group two strongly disagreed of the comment "if I had the opportunity to work in a start-up, I would use it." The median of Generation Y and Generation Z is 3. Group one answered between one and five. The p-value is 0.186, and thus there is no significant difference between the Millennials and the Z's.
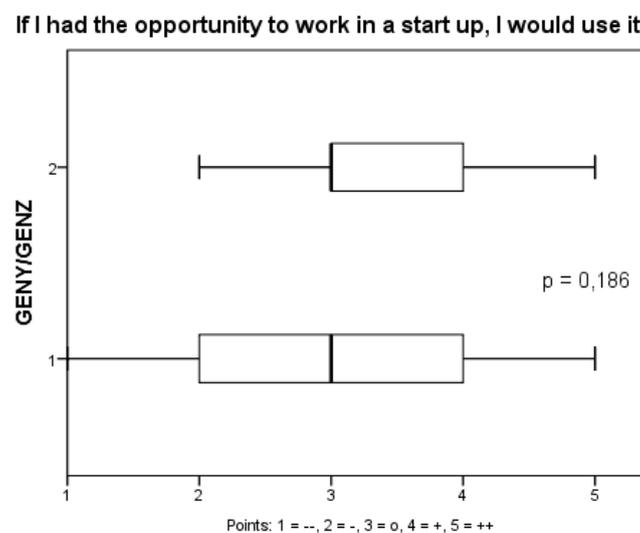
Figure 21 Online survey - If I had the opportunity to work at a start up, I would use it,
source: online survey

In conclusion, there is no significant difference between participants of Generation Y and Generation Z in the tested statements. H0: The central position parameter of the two groups is the same (Median Gen Y = Median Gen Z) is accepted.

The investigation has shown that there are no significant differences in any of the hypotheses examined. The requirements of Generation Y correspond to those of Generation Z. Furthermore, the evaluation has shown that the results corresponded with the literature.

6.3.2.12 Summary

The theoretical analysis has shown that there is already much scientific research on Generation Y. However, there are only a few records about Generation Z because they did not arrive in the working world. In the generation analysis, it has been shown that there are usually differences between the members of an assigned age group. Therefore, it is also to be assumed that this is the case between the Ys and Zs. Therefore, study I offers the possibility to show the differences between the New Generations.

The study analysed the differences between Generation Y and Z, whereby the aspect of digital media is the main difference between both New Generations. Testing showed there is no significant difference. The median of the two generations is equal in 10 out of 11 tested hypotheses. When asked "It's important for me that my employer is represented in social media" the median for Gen Y was 4 (disagreed) and for Gen Z "partially agreed." This statement underlines again that the essential difference between these two generations, as also described in theory, is the usage of digitisation.

Since many participants have not actively worked in organisations, management must wait to see what the working attitude of Generation Z will look be.

6.3.3 Conclusion

While Generation Y differs significantly from its predecessors, there is currently no significant difference to the subsequent Generation Z. However, these are still often at the beginning of their working career or their studies. Occasionally they could already gain experience through internships.

The change, caused by the Generations born after the year 1985, within today's organisation is evident through the fact that making career has not a high priority. They focus on friends, family and personal satisfaction. The time when employees started in a company and retired there are over. Nevertheless, Gen Z shows a trend to more loyalty. The organisations have the task to meet the new requirements, but human resource management and leadership are directly responsible for the execution. Whereby organisations can only provide the framework conditions and HR and management, have to implement measures. The keywords networking, transparency and communication became important.

Organisations are struggling to hire the best people on the job market and to keep them. In addition to adapting HR processes, leadership qualities are essential to achieve corporate goals. NG want to be part of a collective journey which means to have transparency in everyday life and to be involved in decision-making activities. Millennials and Gen Z is driving digitalisation

in the working life and expect it as a prerequisite for their future employers. This enables them to network with each other and provides the basis for flexibility in everyday working life.

In the following years, future leaders will be responsible for the change in organisations. Therefore, qualitative analysis with expert interviews was conducted to find out if leaders and HR manager already react to the new requirements of the New Generations, respectively Gen Y and to gain insights in their viewpoints and expectations of Generation Z. Results of the survey are summarised in the following chapter.

6.4 Results Study II

The following chapter describes the findings of study II which is investigating the statements of the executives and is responding to research question number three.

6.4.1 Management view regarding changes in the working world

In the questionnaire, it was necessary to query different topics. Therefore, it was divided into the following parts:

- Change of values and organisation
    o Changing requirements of New Generations
    o Actions of leadership to react to new conditions
- Human Resource Management
    o Turnover / fluctuation rate
    o Job-hopping within New Generations
    o Status of HR management in organisations
- Digitalisation
    o Pro and cons for modern working environment
    o Social media for organisations
- Outlook
    o Requirements for future employees
    o Characteristics of the next generation in the working world (Generation Z)

The interview guideline is attached in Annex II.

As all interview experts are leaders and have experience in management and human resource management, everyone has been asked the same questions to get as much information as possible.

6.4.1.1 Change of values and organisation

The following section focuses on the changes in values and organisation. The first paragraph focusses on the changing requirements in recent years and second and on the reaction of the leadership regarding the new demands.

All experts agreed that there had been changes regarding the world of work in the past few years. The keyword "flexibility" in the context of work-life balance is the most important for all ages. The respondents do not distinguish between individual Generations or explicitly mention Gen Y or Z. However, Generation X and Baby Boomers spotlighted making career and it was,

therefore, the most crucial factor in the working life. Compared to the New Generations who chase common goals and private life should not be affected by their employer. The knowledge of the executives underlines the statements of the New Generations from study I in the section "career." Employees are increasingly looking for the right work-life balance, which also confirms the reports of the experts. Especially Generation Y, who has already arrived in the workplace, wants to have a good life and enjoy it. They have no pressure to achieve goals and prosperity because of the generations before building the basis for wealth.

Companies ensure flexibility and respond to new demands. Therefore, they offer working models with flexible working hours. Changes in organisation structures need newly established framework conditions to provide resilience. They have expressed core times and all-in contracts for employees who will be part of this working model. Thereby, companies can implement measures, e.g. home office, which require openness and trust — another essential aspect of the reduction of administration tasks regarding payroll-activities.

Another measure from companies to react to the demand for "flexibility" is to introduce additional vacation days. The experts proved the trend in Austrian companies. However, the mentioned action is not suitable for each industry, e.g. consulting industry, because they must satisfy customer needs as well. Consulting companies have to rethink their business models to guarantee a work-life balance for the employees and a solution to meet the customers' requirements.

The experts confirmed that training and development are significant within the New Generations. Employees get trained internally, but also externally to meet the job requirements. Therefore, human resource development plays an essential role in their business. Beside training opportunities, companies offer mentoring programs to support personal development. Personal coaching supports the improvement of employees. Two experts stated that they pay attention to the necessary expertise. The study showed that managers expect a basic set of skills from future employees, e.g. appearance, calculating, speaking and writing. Furthermore, the soft skills are more critical. Especially the integration in the team and the cooperation with colleagues is appreciated. Therefore, companies offer special training activities in this area.

Further, the survey showed that experts agreed that an authoritarian leadership style is entirely inappropriate for the New Generations. Organisations become much more "less hierarchically". Employees want to be on one level with their executives and demand transparency. One expert has recognised this trend and describes his reaction with individual coaching. Further, s/he expects actions from other executives. Only through personalised mentoring employees can develop themselves. Beside personal feedback, Gen Y wants to give feedback to the management level. Therefore, one questioned company implemented 360-degrees feedback which gathers feedback from colleagues, supervisor(s), subordinates, as well as self-evaluation by the employee.

Motivational programs, e.g. provision systems, should counteract the demands of the New Generations. Experts agreed that this factor has only a short-term impact among the NG. This incentive was already significant within the previous generations. A human resource expert mentioned that they identified different measures for the New Generations in his/her

company, but in the end, the net operating results are more critical for the top management. This statement underscores the current assessment after evaluating the first category that changes are noticed, but the organisation does not respond to all requirements.

The next subchapter deals with the results of the expert interviews regarding human resource management.

6.4.1.2 Human resource management

The following subchapter describes the experts' opinion about human resources in more detail. First, the turnover rate, in combination with job-hopping, is summarised. Since human resource management is becoming more relevant for the company's actual responsibility of leadership and HR departments, the aforementioned of the interviewed organisations are described.

Six out of eight experts mentioned that they have a less significant fluctuation rate. Two experts said that their staff turnover is zero regarding job-hopping. Virtually no company has no fluctuation rate. Some industries or areas of the economy have a relatively stable work-force structure. Thus, in today's organisations, staff turnover is minimal or not an issue. However, one expert mentioned that his company has to fight against an above-average staff turnover. He said that is common in the consulting industry. Another expert emphasised this statement from his experience. Overall, a natural turnover rate exists in every company.

Based on the comments, Gen Y does not regularly change jobs. Although there are changed requirements within the New Generations, managers do not derive a trend. An evaluation of the turnover rate in companies according to change intention and age would offer the possibility to carry out a more in-depth analysis. Prerequisite, for the review of the results, is that the statements of the interviewees are true. Whether in companies will be an increased turnover rate in the future, due to the dissatisfaction of New Generations, will remain a question mark.

Millennials and Gen Z do not use the word "uncertainty" because they grew up in a secure environment. Nevertheless, an expert proved that especially the NG are willing to change job if uncertainty occurs. New hires tend to look for a new job opportunity after completing the apprenticeship. An expert explained that even though 50% are looking for new challenges, many of the employees return to the company after a few years. Further, gathering experience abroad and striving for an international motivates the new ages to take new challenges.

Experts do not expect a loss of knowledge caused by job-hopping among the New Generations. A possible threat is trigged from the retirement of senior persons, better known as the age pyramid. The respondents agreed that knowledge is documented in organisations. Further, one expert mentioned that the employees stay at least five years in the company, and thus the age cut does not cause a loss of know-how. The statement is confirmed by the online survey, which showed that less than one third is employed by their current employer for more than five years.

All experts agreed that human resource management is the task of the management board. Austria and Germany differ regarding HR because human resources is not installed with the management board. Here HR departments report directly to the board. Two of the respondents, in their role as CEO, feel responsible for people management. Due to the changing requirements, the term, "human" will play an increasingly important role in companies. In the medium term,

the employees will be the difference to the competition and the key to success. The use of digital opportunities in human resources will become more critical and need to be adapted to the new set standards.

The following subchapter describes the findings of digitalisation in context to an organisation.

6.4.1.3 Digitalisation

The subchapter digitalisation deals with the management perspective about the pros and cons of the usage of digitalisation for a modern working organisation. The second section of the chapter shows the management view of the importance of social media and enterprise social networking tools.

The interviewed experts agreed that digitisation is a diversified term. In the context of workspace, digitalisation means flexibilisation. The keyword is home office. However, the face-to-face contact with other team members is essential for the management, and even if home office is allowed, it is not obligatory. Companies have to set up the framework for using the possibility to work from home.

Two experts highlighted the usage of different communication channels enabled through digitisation. The statement "digitalisation brought speed, especially in communication" confirmed the advantage. Further, respondents mention characteristics, e.g. agility and flexibility in the context. The interaction with the smartphone and the use of WhatsApp is the strongest. However, even though digitisation offers many new ways of communicating, not all are used. An expert explained that the possibility of conferences with videoconferences is hardly used and describes the non-existent application of digital possibilities.

Another form of digitalisation is in the use of social media, which was confirmed by the experts. All surveyed organisations are represented on Facebook or Instagram to build a cooperate branding. Nevertheless, one interviewee admits that they realised too late the benefits of the new technologies and thus they have disadvantages compared to their competitors.
Further organisations can use new possibilities to recruit new employees. Platforms, e.g. LinkedIn as well as Xing, enable the new possibilities and gain importance. However, digital recruitment does not only offer advantages. By networking on these corporate networks' employees have the opportunity to get job offers from other companies and switch jobs quickly.
Furthermore, an advance of social media is targeted advertising and marketing of the company as an attractive employer. To address new employees in the future, cooperate branding will be the key to success.

An extended combination of social media and communication channel is represented through Enterprise Social Networks (ESN). All experts knew the tool, but only one expert agreed to the usability. Managers do not see the benefit of ESN communication tool within companies and do not believe that they play a significant role in companies in the future. However, an expert recognised the benefits of using Enterprise Social Networks to build a knowledge management system. Especially to retain knowledge in the company in the long term, he recommends the tool. The challenge is to ensure a culture of "sharing knowledge" and to create incentives for people to share their knowledge. People often see the advantage in their knowledge to colleagues and are not willing to pass this on, so they make themselves irreplaceable.

The last subchapter provides the experts' opinion about requirements for future employees and changing values to the next generations.

6.4.1.4 Outlook

The following subchapter analyses the leadership view about future employees and their requirements in detail. Further, the demands of the executives regarding the New Generations, and characteristics of Generation Z is described.

The experts agreed that work experience is more important than grades and certificates. Much more important to them is the combination of professional and personal qualities. One expert defined and expects the following characteristics of future employees: "(...) pro-active thinking, solution-oriented thinking, problem-oriented thinking." The statement confirms the result in the area "continuing education" when the respondents said that necessary skills are critical to them. Another essential demand is technology affinity or digital know-how of employees. In addition to a solid education, the experts expect excellent performance or appearance.

None of the experts was able to describe the requirements of Generation Z. Three respondents underlined that there would be drastic changes, but the direction is still unknown. Two experts believe that the conditions will further aggravate. The elements of Generation Y regarding leadership behaviour will play a crucial role. Furthermore, there could be a further strict separation between work and leisure. Gen Z is looking for independence. Thus, flexibility will be a significant aspect.

An expert described a dramatic change in the way of work. He confirmed that the changes mean that there are no traditional work organisations. Employees will be subject matter experts and only hired by organisations if there are any specific project.

However, experts expect positive changes. A human resource expert who has already had experience with the Generation Z, notices a return in loyalty like it was within Generation X. S/he mentioned that applicants ask during their job interviews specifically for the option of staying indefinitely in the company.

6.4.1.5 Summary

The qualitative analysis of the expert interviews of study II showed that managers have already actively taken action against the changes and implemented different measures to respond to the demands of the New Generations.

Currently, leaders only react to the individually perceived changes that are caused by the Millennials and Zs in the organisation. However, a comprehensive package of measures to meet the new requirements has not been implemented by any interviewed company. That would mean that companies often have to make changes in their structures and processes. Management try to achieve company goals, e.g. net revenue. Therefore, employees often do not have priority, and they implement only minor adjustments within the organisations. A comprehensive change project would be necessary, but this often leads to difficulties during implementation. Mistakes occur, and a double negative effect on both the organisation and employees. In the end, the staff is responsible for success.

The analysis further showed that not only the requirements of the employees changed but also the demands of today's manager when hiring new employees. A solid education is an essential requirement, but no longer the main reason for hiring a person. The working experience is much more critical today. They are looking at the job market for employees with practice and success during their study and work life. Therefore, new people are trained by internal and external training activities, as well as training on the job. The measure fulfils one of the critical requirements of the New Generations who are looking for continuous education and training during their business life.

Generation Z seems to be a black box for the experts. They agree that this generation will bring further changes and challenges. Experts are not able to derive any direction. They believe that values such as family and flexibility could play a more significant role than within the Millennials. There will be a big focus on work-life balance in the working world. Also, the claim to work mobile, such as home office, but also working models, which promote the desired freedom. Even if in recent years the demand to work from home has increased, it is rarely offered. However, one expert stated that home office is an integral part of the organisation's work environment.

The degree of digitisation is essential for Generation Z. Depending on the progress of implantation measures, different options can be offered. Internally such as the flexible and location-independent work, the transparency of business processes and decisions, communication and knowledge sharing. Nevertheless, also externally, like the usage of social media for marketing purposes, but much more to promote the cooperate identity for the recruitment of new employees through platforms like Xing and LinkedIn.

Today's leader must take action regarding the new demands. They already implemented measures to react to the changing framework conditions to meet the needs of the New Generations. However, this only triggers satisfaction for the short-term. In the long term, a comprehensive package of measures must be implemented within the organisations to support the younger and still unknown generation in the working world.

6.4.3 Conclusion

Research has shown that most of the knowledge explored in research coincides with theory.

Due to the changes, employees will play an increasingly important role in companies and are responsible for the success of a company. Therefore, in the medium term, it will be crucial to pay more attention to the topic of human resources and leadership. Human resource processes need to be adapted and changed as other areas. Top management must include the topic in their daily agendas and strategy of the company in the future. Currently, only individual requirements of the New Generations are fulfilled, which in the short term contributes to a positive working atmosphere.

However, as soon as Generation Z will arrive at the workplace, more new framework conditions must be created. Currently, almost every organisation needs a comprehensive change project to adapt the processes and areas to the new requirements. That's a lot of work and risk. These projects are difficult to implement and there are mistakes that have a double negative effect on

both the organisation and the employees. That's why companies often decide to make adjustments step by step.

About digitisation, most companies have the greatest need for action. Technology and further development will continue to be an important aspect in the future as well. Although the evaluation, both in study I and study II has not found a focus in this area. This might be possible because the New Generations see it as a prerequisite to today's organisations. New possibilities will not only place a key role in human resource management, but also in the way of communication. Further for networking on various topics, but also to the transparency and transfer of knowledge. The implementation will be essential for an organisation. Few companies in Austria have yet recognised the importance they begin to adapt to the new circumstances.

If there will be an increased turnover rate in the future due to the dissatisfaction of New Generations in companies' remains to be seen. Often, the New Generations fit into the existing framework conditions in companies, as they are outnumbered. As soon as Generation Z enters the enterprise, this current rate can make a drastic change and pose major challenges for executives. Therefore, it will be important to react early to the new conditions.

The next chapter gives a holistic overview of the business values of the Millennials and Gen Z. Further it deals with defined demands to organisation, human resource management and leadership which are presented in the New Generation concept map. The following areas have been defined for the concept map because results showed that these will be decisive for the satisfaction in the future: flexibility, digitalisation, feedback, career / personnel development and leadership.

7 Extensions of prior research, New Generation Concept map and practical implications

Content of this chapter is the extension of prior research, the definition of a new concept map and a possible approach of practical implications and therefore answers research question four.

The defined overview and New Generation concept map show a complete overview of the "New Generations", which consist of Generation Y (born between 1980 and 1995) and Generation Z (between 1995 and 2015). (Hurrelmann/Albrecht, 2014: 17) There are already many scientific papers of research on the Millennials. However, during the investigation, it has been shown that there is no comprehensive overview of the changes and further requirements. The new defined framework should promote the relative importance and the complex interplay of the different demands to the changing world of work. Further, it should contribute a better understanding of the significance of the New Generations in today's organisations.

The following graphic shows the procedure of the dissertation on extensions of prior research and definition of a new concept map: (see figure 22)

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┌─────────────────────────────────────────┐
│  Holistic overview of the view points    │
│  and business values of the New          │
│  Generations                             │
└─────────────────────────────────────────┘
                    ↓
┌─────────────────────────────────────────┐
│  Description and confirmation of         │
│  selected dimensions through studies     │
│  and findings                            │
└─────────────────────────────────────────┘
                    ↓
┌─────────────────────────────────────────┐
│  Definition of the New Generation        │
│  concept map                             │
└─────────────────────────────────────────┘
                    ↓
┌─────────────────────────────────────────┐
│  Description of the one- and multi-      │
│  dimensional interaction of the          │
│  dimensions                              │
└─────────────────────────────────────────┘
                    ↓
┌─────────────────────────────────────────┐
│  Practical implications for the          │
│  organisation, HRM and leadership        │
└─────────────────────────────────────────┘
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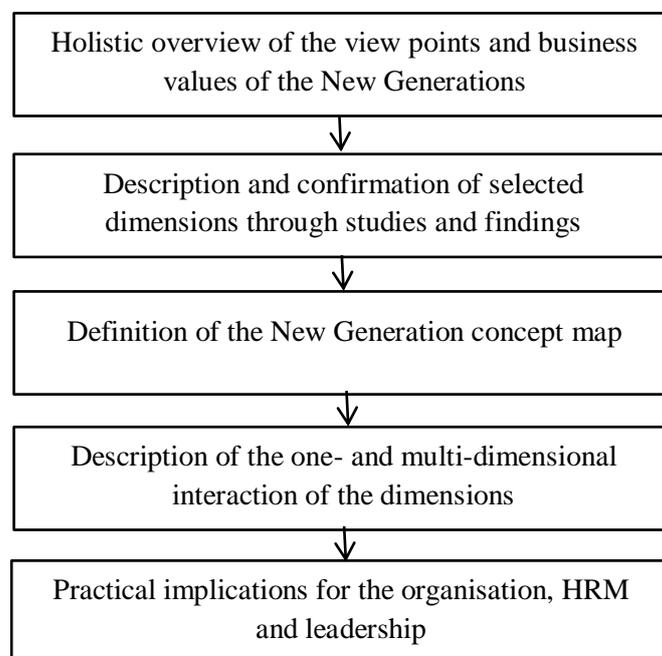
Figure 22 Procedure for extensions of prior research and definition of a new model, own illustration

The first part gives an overview of the viewpoints and business values of the New Generations to organisations according to the experts and literature. The gained knowledge of the empirical investigation is summarised and compared with those of the theory. Further, a discussion about future recommendations for the adaptation of organisations to the requirements of the New Generations is triggered.

Further, the focus is on the defined requirements which were identified in the thesis and are the crucial factors of the changing working world caused by the New Generations. The key areas flexibility, feedback, career & personal development, digitisation and leadership need future adjustments and adaptations for organisation, human resource management and leadership to

respond to the requirements of New Generations. The importance of the selected dimensions will be confirmed by findings from the research and further studies.

The New Generation concept map is extending prior work and shows the lack in theory in this area, where the interplay of requirements is often not presented. The aim of this chapter is to set boundary conditions and advance more reliable knowledge on the potential complexities and therefore creating a solid basis for future research. In the final stage, the one-dimensional, as well as the multi-dimensional effects of the defined areas, are explained in detail.

Finally, practical implications show illustrative measures that companies can implement, but they are theoretically limited. The chapter shows an overview of the relevant impacts to react to the changing requirements of the New Generations and to adopt processes and methods in their future strategies.

The chapter deals with the approach of theoretical perspectives and adopts them to an integrative and encompassing approach for the New Generations. On the one hand, it enables a comprehensive integration of prior findings on the changed framework conditions in companies, and it allows the development of new, fundamental conceptual insights on Gen Y and Z.

The testing and implementing of the New Generations concept map in companies is not the content of this research.

7.1 Viewpoints and business values of the New Generations

The results of the expert interviews are supplemented together with the findings from theoretical research and represent a holistic picture of the demands to organisations.

In analysing the differences between the New Generations, the results (see chapter 6 of the online survey "New Generations: Changes of values, leadership and organisational culture" have shown that there are no significant differences between Generation Y and Generation Z.

Therefore, the following chapter examines the findings of the expert interviews regarding the differences in viewpoints and business values of the New Generations. The defined areas are derived from the previous study and cover the areas of flexibility, feedback, career, digitalisation and leadership. Results of the qualitative analysis are complemented with the findings from theoretical research.

Table 23 shows an overview of the examination results:

Viewpoints and business values regarding working life	Generation Y	Generation Z
Values in business life	Network, teamwork, optimism, flexibility	Internationality, digital technology, egoism, independence, self-realisation, loyalty
Claims to work-life	Positive feedback, work must be fun, demand for private life, 24 hours online, multitasking	Positive feedback, positive working environment, development with simultaneous permanent contracts, 24 hours online and social media
Usage of digitalisation	Usage of electronic devices, e.g. smartphone, tablet, notebook etc., usage of one or two devices at the same time	Usage of electronic devices, e.g. smartphone, tablet, notebook etc., usage of 3 or more devices at the same time
Flexibility in working life	Flexibility plays a significant role, job sharing, flexible working hours	Flexibility plays a significant role, wants to work anywhere (remote work)
Job-hopping and loyalty	Willing to change job if they are disappointed, change job often 2-3 years	Looking for a long-term working relationship, traditional companies or companies with good employer branding are preferred
Claims to leadership	Mentor and counsellor	Mentor, freedom and security
Balance between social life and business	Separation between work and social life, family time plays a work-life balance play significant role	Work-life balance plays a significant role
Development and Education	Constant personal development, training on the job	Personal development is important, individual development and training plan
Communication in job environment	Electronic/paper communication via smartphone, tablet or notebook or letter or mail	Electronic communication only via smartphone, tablet or notebook
Feedback in working life	Standardised feedback process, 360-degree feedback, coaching program	Standardised feedback process, 360-degree feedback, coaching program, positive feedback

Table 23 Requirements Business Life Generation Y & Z, own illustration

The examination of the opinion of the expert showed that in the field of values in business that within Generation Y, the essential values network, teamwork, optimism and flexibility dominate. Generation Z differs from the Millennials as they are looking for internationality and digital technology. Furthermore, they show the characteristics of egoism and self-realization, which is a bit controversial with the literature research and the final value "loyalty".

They align their promises of support with issues that affect everyone, not for a small social sphere or just themselves. Zs further exhibit strong feelings and concern for those around them. Since the generation is still at the beginning of their working career, it remains to be seen how the values develop. The evaluation of the results is based on the experience of the experts.

The claims to working life overlap within the New Generations. Both want to get positive feedback and work should be fun. Further, they are looking for a positive working environment. The respondents think that Generation Y demands private life as an essential component in working life, whereby Generation Z is looking for development with simultaneous permanent contracts. These are no longer a matter of course, in the world of work at present. Zs strive for security in an insecure working environment. One of the core values within the New Generations is the use of digital networking. They are looking for the possibilities to be 24 hours online and available as they know from their private life.

To enable the requirement of 24 hours availability, the usage of technical possibilities plays an essential role in the company. Both Generation Y and Generation Z are used to multitasking usage of electronic devices. As a result, they also demand the use of technical possibilities in the workplace. In addition to the usage of two devices, e.g. smartphone and notebook at the same time at the Millennials, the Zs use three or more devices at the same time. In this area, the experts do not see a significant difference, but there is a difference between the generations in terms of digital affinity.

As described in chapter 2.3.2, flexibility has a high priority within the New Generations. Examination underlines this and experts see no significant differences between the two generations. For Gen Y, as well as their successors, flexibility plays a significant role. In this context, the experts explain the demand for flexible working hours and remote work. In this context, job sharing is a possibility. Two employees reduce their working hours and share the responsibilities of a full-time employee, even at the management level. Job sharing is only possible if based on confidence and coordination. Furthermore, it is not possible to use the model "job sharing" in every kind of job. Nowadays, New Generations want to approach job mobility and job flexibility.

In the defined area "job-hopping and loyalty" experts see a significant difference besides the digital affinity between the generations. They call Generation Y job-hoppers who change jobs every 2-3 years. They are open and willing to change jobs if they are disappointed. As summarised in the expert interviews, job platforms such as Xing and Linked quickly offer the opportunity to seek new challenges. In contrast, Generation Z is looking for a long-term working relationship. For them, the values of traditions and family play a role in the area of work. Members of Generation Z witnessed a high level of unemployment during their youth, which leads that the word loyalty is different concerning the working world than it was within the Millennials because they are very career-minded.

In the viewpoint and business values of the NG regarding leadership, respondents see an increased demand for their role as mentor and counsellor. The New Generations expect support from their superiors in all areas in the world of work. Sometimes it is sufficient if leadership acts as a best practice and as a role model for them. Generation Z also expects from their future leaders that they give them a sense of freedom and security.

In the area of balance between social and business life, the experts do not see any significant differences between Generation Y and the Zs. For both generations, the work-life balance plays a significant role. Respondents mentioned that they see a difference within the Millennials, as they demand an even stronger separation between work and social life. They focus on their family and friends. In the future, even when Generation Z found their own family, they might call for a stronger separation.

The theoretical studies, as well as the survey, have shown that development and continuous education is an essential requirement of the New Generations to organisations. Generation Y and Z demand constant personal development. Most members of their generations have studied and already have a solid primary education. The challenge for the generation is the continuous adaption of new roles and tasks and their openness for technological progress. Zs will look for the possibilities to build up transferable skills to have a basis for the future. For this generation, personal development and growth have high priority.

In the area of communication in the job environment, the experts agreed that the New Generations communicate via electronic devices via smartphone, tablet or notebook. However, Generation Y still works with paper communication.

The requirements for feedback of Generation Y and Generation Z are summarised and compared with the theoretical and practical findings relating to viewpoints and business values regarding business life. The desire for standardised and continuous feedback is prevalent in both generations. Companies should have the orientation of 360-degree feedback processes, as the NG not only want to receive feedback but also provide feedback to their executives. The key difference between the Millennials and their followers is that the Zs are most inclined to receive only "positive feedback". They see it more as motivation, and thereby they can focus on their strengths.

Summary

The analysis showed that the requirements of Generation Y and Generation Z overlap in many viewpoints regarding working life. This finding was already demonstrated by the comparison between Generation Y and Generation Z in study I. The expert opinions also show common trends of the generations, which are summarised with the findings of the theory in a table.

Feedback, flexibility, personal development and education play an essential role in both generations. There is also no deviation between the expert opinions and the findings investigated in the literature.

The expert interviews have shown that feedback is increasingly demanded by their employees and has often been standardised in the companies. The opportunity to give feedback to the

executives (360 degrees) is also frequent in the company. This result is confirmed by the theoretical evaluation.

The usage of digital possibilities is not only essential for the Millennials, but also Generation Z. Different electronic devices are used simultaneously. However, Gen Z shows an enormous overhang of the use of this possibility. This ensures communication and networking. The working method is also the prerequisite for companies and a modern working environment.

The differences are, next to the area of digital affinity, also the desire for job security and loyalty. The last generation defined in theory shows a shift towards to old values. Due to the uncertainty, they have seen in the workplace, and they are looking for loyalty. However, the career path of Gen Z is no longer "one job in life" like the old notion. They will work in jobs that do not even exist yet. The challenge for the generation is the continuous adaption of new roles and tasks and their openness for technological progress.

The results also highlight the importance of the manager, who not only show mentor and counsellor skills in the future but also to fulfil the new requirements of the New Generations and job satisfaction in the company.

The following chapters describe the concept map. Based on the findings, the new NGCM applies to Generation Y and Generation Z. The testing of this model or implementation in companies is not the content of this research.

7.2 Definition of dimensions

The dissertation findings show the importance of specific key dimensions of the requirements of the New Generations, which always repeated within the analysis. In the following chapter, these elements will be discussed. Based on the findings of previous research in the context of this work, the following requirements were defined: flexibility, digitalisation, career/development, feedback, and leadership. Analysing further theoretical and empirical studies, the importance of these areas should be highlighted. The order of the defined dimensions does not represent a rating.

7.2.1 Flexibility

The previous work shows that flexibility is one of the most critical aspects of the New Generations. Generation Y, as well as in Generation Z, are looking for resilience in the context with the world of work.
Especially the keyword work-life balance plays a crucial role, e.g. flexible working time models. Further, the terms of loyalty and job-hopping are related to the term. However, the focus of this work is on the key value flexibility for employees to have a balanced work and private life. Thereby the satisfaction and, in turn, the loyalty of the employees should be increased to bind them to the company in the long term.

For Generation Y, freedom is the primary life goal. The same applies to the next generation (Z) but differentiated. Millennials refer to the term flexibility to family and work-life balance and Gen Z to the opportunity of continuous education and time with friends. That can change if they start working or having a family.

The results of the study I analysed the differences between Y and Z, using the Wilcoxon-Mann-Whitney test showed that flexibility in working life is for both generations essential. The results showed no significant difference. (see chapter 6.3.2.3)

Further, the investigation revealed "Work and leisure must be able to blend in one other" and examined the characteristics of flexibility. Even though there is no significant difference between these two generations, the result shows that Generation Z is more flexible in terms of compatibility "work and leisure". This is also confirmed by a study by consulting firm Accenture (2017). In the study "GEN Z rising" Generation Z was defined from 1993 to 1999. It shows new grads are willing to relocate for a job offer. 58% (more than half) are eager to work on the weekend or evenings. The study also shows that these reciprocity requirements are based on their prospective employer. The flexibility of the company is one of the main concerns of Generation Z to ensure the compatibility of work and family. (Lyons/Lavelle/Smith, 2017)

In 2013 at the International Conference on Business Innovation, Entrepreneurship and Engineering, the study "A study on Generation Y behaviour at the workplace" was presented. One hundred people were interviewed who were born between 1980 and 1994, who are already active in the world of work. The survey queried several aspects and approved the following aspect: "Flexibility and multitasking in Generation Y have a significant positive effect in the workplace" was accepted. (Sa´aban, Ismail & Mansor 2013) Here, flexibility is the main chapel of the defined dimension and multitasking, which can be made possible by digitisation.

Described in the literature Bascha (2011) describes Generation Z as follows: "Transparency, self-reliance, flexibility, and personal freedom are all non-negotiable aspects of Generation Z's work ethic and properly harnessing those qualities improves the working world for all of us. Ignoring them or worse, trying to force-fit them into a traditional job environment could result in peer frustration, reduced productivity, low morale, and a lack of employee engagement. So how do employers properly address this generational shift?" This definition underlines the defined element as a key dimension once more.

Deloitte (2017) focuses on corporate culture in their study named "Generation Z entered the workforce", which shows that Generation Z expects a corporate culture that supports flexibility and prioritises well-being. Leaders need to think about how to integrate Gen Z into the existing culture apart from rethinking talent strategy and processes. The implementation of programs according to the requirements leads to changes in organisational culture. The authors from the Deloitte study mention "Programs such as paid time off, family leave, wellness programs, to name just a few, cannot exist in a vacuum, but rather should be part of the commitment and culture that leadership publicly endorses. Most Gen Z professionals may not perceive these programs as a "perk" or a "gift", but instead as an expectation." (O'Boyle, Atack & Monahan, 2017) The finding of the study is that the last generation defined in the literature (Z) already sets standards as prerequisites for companies, but these are often not implemented yet.

In summary, New Generations expect certain conditions in terms of flexibility in the world of work. An organisation can create framework conditions for ensuring a work-life-balance by using flexible working models. They must take care of negative aspects, e.g. a possible wage spiral which is caused by the increased flexibility of the employees. In the New Generations, this leads to a positive effect on the workplace.

Therefore "flexibility" has been defined as a key dimension for the New Generations concept map.

7.2.2 Leadership

"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal." (Northhouse, 2015, p. 6)

Especially among the New Generations, the word leadership got a new meaning. Leadership and management are very similar, but they also have many different characteristics. Leadership focuses on the cooperation and involvement of people and pursues the practical achievement of goals. Leadership is the creation of visions and the dominant influence on others for a sustainable change. In the context of the term management, the keywords organisation, planning, and control are mentioned in connection with the operational and operated area. (Northouse, 2015)

It is increasingly difficult for the manager to lead the different generations in the company. In 2009 Kodatt analysed the generation of Baby Boomers, Generation X and Generation Y in the labour market. The study shows that the differences are not as significant as they are represented in theory. Only small differences regarding the requirement of leadership are noted. For Generation Y, it is essential to be recognised as part of the whole to achieve an overall goal. They want to be involved in making decisions by executives and receive feedback on an ongoing basis as well as recognition and praise.

A study in 2015 from Robert Half showed that "Gen Zers most valued characteristics in a boss are honesty and integrity…" Managers have to keep a close eye on the turnover rate," mentioned McDonald, one of the authors of the report. Where the top-down management was in demand as a leadership style for the Generation of Baby Boomer and Generation X, it is inauthentic for the New Generations and old-fashioned. Further, the NG work independently and need much feedback and coaching from their leader.

Demands of Gen Z to the managers are:

- They do not want to work with authority figures but with their peers

- They do not want to communicate face-to-face and want to interact by using electronic devices

- They want to work independently and figure out things on their own

Further Gen Z prefers to work for an organisation that demonstrate genuine ties with the community and social responsibility. (Middlemiss, 2015)

The online survey with the title "New Generations: Changes of values, leadership and organisation culture" which was created during this dissertation highlights the studies mentioned above. "To be a team leader" got the approval of more than half of the respondents (mean = 4.31). This statement emphasizes that New Generations do not want managers, but leader qualities and do not want to work with authority.

Transparency in leadership decisions and involvement in the decision-making process is essential for them. This is shown by the result in study I where the question "I want to be

involved in important decisions" was asked. No respondent strongly disagreed, and more than half agreed on the argument. The mean was 3.91.

In summary, leaders of today's companies must meet many different requirements of their employees, where the New Generations ask for the most significant change. At the same time, they also have to implement specifications in organisations. Old-fashioned leadership styles are no longer accepted by the New Generations, because they see themselves on one level with their leadership, due to their excellent education.

Therefore "leadership" has been defined as a key dimension for the New Generations concept map.

7.2.3 Career/Development

Learning and development is a significant component in the career expectations of Generation Y and Z. This attitude has changed in comparison to the generations before and has two main focuses:

Building a broad horizon of personal and working experience is essential. Furthermore, it is about the development of individual competencies. Through a varied working life, they maintain the tension that is ensured by personal development.

Continuing education is an integral part of planning their professional future. A wide range of experience in different areas and sectors increases their attractiveness in the labour market.

In 2016 a study examined the career expectations of Generation Y. In the survey of 61 consultants, the areas of "growth opportunities" and "learning" were queried. The respondents mentioned the following quotes: "It should help me to build new skills as I am curious to learn" and "It should provide me with career growth opportunities". These statements show the uninterrupted will to learn of the New Generations. (Murale, Preetha & Kasturika, 2016)

Deloitte mention in their report "Generation Z enters the workforce" (2017) following a statement regarding formal learning: "Organisations that have robust, formal development programs should take advantage of this opportunity to modernise their learning delivery methods and shift the focus of the content to the skills needed for new jobs. This could serve to both close existing skill gaps that Gen Z may have and create the infrastructure that organisations need to shift content to respond to future needs nimbly." (O'Boyle, Atack & Monahan, 2017)

Often executives mention that the New Generations are not ready or willing to make a career. In a survey of the Austrian Millennial Report 2018, 78% of the asked Millennials (n=695) confirmed they aim to progress professionally and to make a career. In contrast to the age group 26-39 years where only 60% (n = 949) and in age group 40+ less than half (47%) (n = 856) confirmed this statement. 75% of the Millennials confirmed that the job presents the possibility to realise oneself and further, that a good education is the most important thing (75 per cent). (Kobza & Chang, 2018)

In the area of career and job, the monetary reward plays an essential role in influencing motivation and commitment in the workplace. This is shown in a study from the Malaysian Online Journal of Educational Sciences 2017 and adds "monetary rewards also fuels their sense

of entitlement, thus making them individuals with a high need for achievement as money reward is not the only incentive to effort." (Puspanathan, Ramendran, Muthurajan & Singh, 2017) This statement also highlights the study in the Millennial Report, which shows that "a job that satisfies me is / would be more important to me than a good salary". This statement was confirmed by 72% of Generation Y.

Due to continuous learning and good primary education, "job hopping" is an essential factor because the New Generations can choose any employer. This is confirmed by 50% with the statement "Above all, I would like to have a secure job, even if the task is not so interesting/challenging". The consulting firm Accenture confirms in their study that to retain Generation Z, meaningful and challenging work is the prerequisite. If companies can create this precondition, they are also ready to stay for five years or longer. The study shows further that 54% of 2015/16 graduates feel underemployed, while 62 per cent of graduates expect to stay at their first job for three years or longer. (Lyons, Lavelle & Smith, 2017)

The studies show the importance of employee development. Currently, there is still a gap between expectation and reality.

Therefore "career and development" has been defined as a key dimension for the New Generations concept map.

7.2.4 Digitalisation

The term "digital natives" is also often used in the context of Gen Y. Millennials are always ready to communicate and to share their knowledge. Therefore, the word "technoholics" is increasingly used for Generation Z. Precisely in this area, there is the most significant difference between the two generations. In general, the fields of digital affinity, media communications, and communication channel show the most significant differences to the Baby Boomer or Gen X.

The Millennials are the first generation who shows affinity to digitalisation and are described as digital natives. Preferred communication is online with a mobile phone. In Generation Z, everyday life takes place online. They use the smartphone as well as integrated communication media. In the process, the preferred communication is transformed back to face-to-face, which, however, takes place via Facetime (online). The use of Gen Z products also demonstrates the trend towards digitisation. Next to tablets and smartphones, which are also used by Generation Y, already nanocomputers, 3-d printers, and autonomous cars are used.

About organisations, the possibility of home office, usage of communication platforms and the cooperative identity via social media play a significant role in the field of "digitisation."

Study II showed that for Generation Y and Generation Z home office is a significant aspect of life. Digitalisation, in particular, makes it possible to work independently of time and place.

The Austrian Millennial Report 2018 shows that Millennials can live without alcohol, daily newspapers, television, and sports more easily than without mobile phones (16%) and the Internet (13%). This underlines the importance of using the technical possibilities within Generation Y. (Kobza & Chang, 2018)

Even if the technical aspect is in the focus of the digital natives, they also crave for the Human Element. 42% of Gen Z and therefore, a significant percentage of a study by Accenture show a preference for in-person meetings. In addition to problem-solving skills, the degree of communication skills is as an essential skill to attract potential customers. Members of Generation Z believe that further technological developments such as AI (artificial intelligence) can enhance the work experience which was approved by 2/3 of the respondents. As the grades grow up in a connected world where humans and machines are partners, they see themselves as well prepared for further challenges. They are already in the school well prepared for today's digital workforce. This statement was approved by 78%. (Lyons, Lavelle & Smith, 2017)

As part of the research, the experts were asked about the use of Enterprise Social Networks (ESN) in the context of digitisation in the field of communication and knowledge transfer. None of the eight companies surveyed used an ESN, and only a few were aware of it. The implementation is associated with great effort. Austrian companies use platforms for communication like WhatsApp. However, for privacy reasons, this is very insecure and is increasingly banned.

In German-speaking companies, the digital level is improving rapidly. Meanwhile, in all areas, the digital processes surpassed the analogous forms of collaboration. However, only the first steps are made. There are different questions regarding „knowledge": who knows who, who knows what, what do I know and how can my own experience be linked, applied, weighted or transferred into new knowledge. Knowledge acquisition is the central question today. By definition, meta-knowledge is the "knowledge of knowledge". At the company level, meta-knowledge is seen as a generator of team development and innovation. Successful work 4.0 can only be established where employees can share their knowledge. The term work 4.0 is a conceptual framework that describes the changes in work until 2030 and is discussed within the European Union and further, not content of this work.

The coordination of team meetings and personal conversations are old fashioned. Work has become complex and fragmented. Through new working methods, colleagues work spatially and temporally separated. The German Social Collaboration Study 2018 shows that social media are highly valued in the private sector for communication and that enterprise social networks (ESN) are slowly implemented in the workplaces. Digital platforms make it possible to collaborate and to work together more efficiently.

The study confirms that the use of technology increases work efficiency. Companies with a high degree of maturity are working 30 per cent more efficiently. The meta-knowledge of employees should be increased by the increased use of ESN by 74 per cent compared to the employees who have no access to the networks. A more extensive network means access to more sources of knowledge, thereby promoting horizontal innovation through the combination of different sources.

The use of social collaboration tools has a positive effect on corporate culture. Respondents confirmed this with about 50%, 36% stated that they are more motivated, and 33% take new challenges more seriously. However, ESN only works if management is a good example. 47% of the 522 executives surveyed said they wanted to improve their corporate culture by using collaboration tools. However, with the use of ESNs, 43% of all employees miss the role model

function of their executives. Thirty-six per cent complain about the benefits of social platforms, and about 30% feel unsupported when introducing ESNs. (Paefgen-Laß, 2018)

Therefore "digitalisation" has been defined as a key dimension for the New Generations concept map.

7.2.5 Feedback

The research has shown that feedback is an essential requirement within Gen Y & Z regarding working life.

An important form in companies to motivate employees is to provide feedback. The debate on whether feedback contributes positively or negatively has been discussed since the middle of the last century and has produced much scientific research papers. However, the New Generations brought a significant change in this area.

The problem in organisations is that leaders should give feedback without restriction, preferably direct, open and critical. They should explain to their employees what they think about their performance and what they can do better. The research shows three things: First, criticism is never objective. Our understanding of traits is influenced by emotions and is thereby classified as good or bad and thus distorted. People do not have the necessary degree of objectivity to have in their minds a stable idea of intellectual property and to judge someone else by that definition.

Second, feedback limits the ability of the brain to learn. Our brain reacts to critical feedback like a threat and restricts its activities. Research shows that learning is less about adding something that is not there yet. Instead, it is about reinforcing and refining what is already there. Neuroscience derives this for two reasons. Namely, that we tend to grow in those areas where we have more excellent capabilities. Moreover, second, a positive effect if we focus on what is going well, instead of correcting what is going badly.

Furthermore, thirdly, excellence is different for every person, and it does not follow a pre-defined definition and is not merely the opposite of failure. Correcting employees, therefore, does not lead to extraordinary achievements, but only produces mediocrity.

The solution is relatively simple. Executives need to help their team members recognise their strengths and demonstrate excellence in accomplishing something particularly well if the supervisor shows it with a positive reaction. S/he should leave the description with personal impressions, feelings and experiences.

The insight from the Harvard Business Manager Magazine (Cappelli & Tavis, 2018) confirms the change from manager to coaches. Further gained insights show that Generation Z wants to get regular feedback from their leader, but unlike their generation before, they only look for the positive feedback. However, which poses a dilemma for the managers, since only positive feedback can be given, if appropriate. Gen Z hides negative feedback and does not feel affected. (Scholz, 2014)

Therefore, feedback culture is expected and necessary for companies. Also, the Millennials want to know their performance and their influence on organisation success. A customized feedback

culture provides the opportunity to develop each employee. Further recognition and praise can support motivation.

The New Generations want to receive feedback regularly, they also want to evaluate their executives. The best-known tool for this is 360-degree feedback. The collected results of the expert interviews during the research show that companies already respond to these changing requirements. One expert said that they would implement this tool in the next couple of weeks as an outcome of a business survey in their company. Another manager underlined this requirement with the following comment: "Leadership development and employee development is always an essential element, and the solution is a 360 degrees feedback."

Continuing feedback is a central issue within Generation Y and Generation Z, which is underlined by the demand for feedback. The statement "My supervisor must give me feedback" (mean = 4.27) is confirmed by 131 participants (42.26%) and thus strongly agreed and from 144 participants (46.45%) agreed.

In the future, companies will have to evaluate their feedback culture and adapt it to the needs of young talents. When dealing with Generation Y, leaders need to stop seeing feedback as a concession or extra effort. Instead, they should understand it as a great opportunity - both for their personal development as well as for the improvement of business processes.

Because of the importance and change within the New Generations, "feedback" has been defined as a key dimension for the New Generations concept map.

The next chapter describes the derivation of the New Generations concept map as well as the interplay of the defined key dimensions.

7.3 New Generations concept map (NGCM)

The following chapter provides an overview of the New Generations concept map, including the impact of the five dimensions. The analysis of the research has shown that there a lot of scientific studies about the changing demands of Gen Y and Z to organisations. Nevertheless, there is no comprehensive overview or map in terms of the NG.

In the context of New Generations and organisational change, new models are being developed and implemented in companies. Keyword in the context is "agile". However, investigations carried out during the development have shown that "agile" organisational models, including the concept of Holacracy, cover only individual requirements of the New Generations. One of the significant works in the literature that has been analysed, in this review, is the book by Brian J. Roberston entitled "Holacracy: The Revolutionary Management System that Abolishes Hierarchy". These concepts are used to accelerate business processes, thereby increasing productivity. The review of the theories is not the content of this work. Therefore, the new organisational forms are not the all-encompassing solution to the changed framework conditions. Nevertheless, parts of the new organisation models should be considered as a component for further measures.

The New Generations combine values of the Generations before (Baby Boomers, Generation X) and mix them with their actual habits. Generation Y is currently triggering the biggest challenges for companies as they initiate significant changes in business processes. Companies already react

to changing conditions. Another finding of the study was that the Millennials show a kind of "mutation" to the values of Generation Z. Thus, Gen Y. take on properties from their predecessors and successors. Also, the Zs mix different requirements from the older generations. They combine principles such as "loyalty" of Generation X and "digital" of Generation Y. Often, the New Generations are confronted with negative prejudices. Managers mention keywords like: lazy, not loyal and no goals in life. The investigation has shown that this is incorrect and that Generation Y and Z with their changed characteristics can influence society more than any other generation before.

The definition of the "New Generations concept map" has the following goals:

  - Promotes the detection of new concepts and connections
  - Allows understanding through a visual format
  - Encourages creativity
  - Provides clear communication of complex ideas

The creation of a concept map is a creative working method that is intended to help visualise knowledge. Novak & Gowin (1984) are the inventors of this method. The CM presents the collected knowledge as equivalent. It presents dependencies in complex knowledge domains and links existing knowledge with newly acquired knowledge. Also, practice allows for the mapping of hierarchical structures. As part of this approach, concept maps can be used for inspiration, brainstorming and implementation. Concept Maps enables effective communication of ideas and stimulates intuitive visual thinking, which makes business analysis easier. (Gottfried, 2019)

7.4 Impact of the dimensions

The "New Generations concept map" presents the major areas which affect organisation caused by the influence of the Millennials and Zs due to the changing conditions. The described areas of leadership, career and development, flexibility, feedback and digitisation, affect both peers either individually or together. These have been identified as essential areas for research to guide the New Generations. Companies must take specific action in these areas to counteract the changing demands. In addition, organisations have the task to create the conditions for the dimensions to fulfil its mission.

The following graphic (22) shows the concept map. The circles describe the areas of responsibility. In the outer sphere, the organisation is responsible for providing the framework conditions. In the middle circle, human resource management has the responsibility to implement specific measures. Leadership is in the inner ring. Managers must have the appropriate properties, as well as use and implement existing possibilities and processes. The arrows in the graph show the dependencies and their effects. The connections are not only one-dimensional, but the different measures can also be affected multi-dimensionally. This means that they influence each other and are sometimes dependent. The framework was created based on the research results, in the context of this dissertation. The research showed that different dimensions need to be adjusted to provide long-time satisfaction in companies. The fulfilment of only one aspect (requirement) covers only a short-time measure and provides a temporary satisfaction. The increased entry of Generation Z into the world of work will further reinforce the changes, and the companies must take necessary steps.
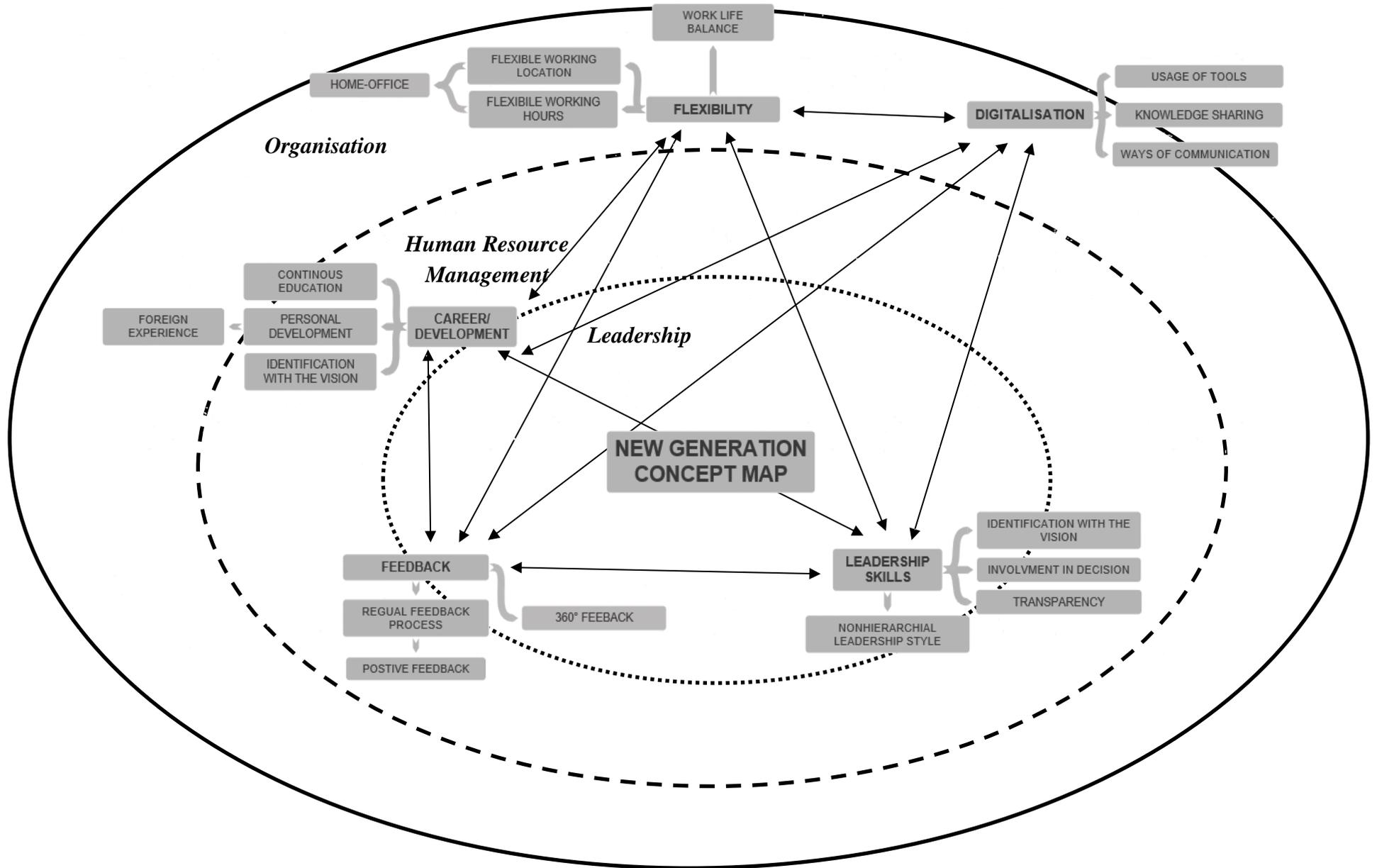
Figure 23 New Generations concept map, own illustration

7.4.1 Dimension and impact "flexibility"

The defined area of flexibility is the responsibility of the organisation.

The one-dimensional view shows the Generation Y and Z demand for autonomy. This is reflected, for example, in the desire for work-life balance. However, the demarcation of work and private life is an essential component in this dimension. The flexibility in professional life allows Generation Y and Z to work independently of time and place.

When considering the multiple aspects, it shows the multi-dimensional view. The requirements in the area of flexibility are strongly dependent on the field "digitisation", where technology is the essential prerequisite. Next, the interaction with the area "leadership" shows up in the "best practice approach". Managers must use the different opportunities and share an excellent work-life balance; only then will employees use home-office without a guilty conscience. Often these options are not used, although they are available. In the context with the dimension "career and development", it shows that the New Generations are ready to respond flexibly to change their employer if conditions are not compatible with their individual goals.

7.4.2 Dimension and impact "digitalisation"

The New Generations or better known as "digital natives" want to deal with digital possibilities in working life. The defined dimension can impact organisations one-dimensional and multi-dimensional.

The one-dimensional view describes the usage of tools and platform for communication. Gen Y and Gen Z use regularly different possibilities to interact with their family and friends and to share their experiences. Therefore, they want to use technology also during working life. In addition to sharing information, they are looking for a paperless job.

Further "digitalisation" reflects the area's flexibility, feedback, career & development and leadership which presents the multi-dimensional view. However, especially in the field of leadership, the term "digital leadership" will increase in the future. It is about dealing with new technologies and implementing them in companies. Within the dimension career, it is possible to advance the requirements with new methods such as gamification. As mentioned before, NG demand to work independent of time and place, through digitalisation this is guaranteed. Last, technology and their implication allow standardised as well as regular feedback loops.

7.4.3 Dimension and impact of "career and development"

The defined areas of career and development are the responsibility of human resource management.

Career and personal development are one of the essential demands of the New Generations. Even if the organization must enable framework conditions, the HR department is still responsible for implementing the measures.

The one-dimensional view shows the desire for continuous education and personal development. They have the opportunities and openness for new experiences. Often, they focus on gathering international experience.

In a multi-dimensional view, this element also affects other defined areas. Gen Y and Gen Z want to identify with the vision of a company. For this purpose, "leadership" must take action. Digitalisation allows offering new and different channels for personal development, e.g. online training. Thus, the NG can interact with time and place independently. Expanded to the area career, personal education will be promoted. The results of the survey in this thesis showed that giving and providing feedback is desired. Regular feedback contributes to the further training of the employee.

However, leaders have the final responsibility to implement defined measures from Human Resource Management.

7.4.4 Dimension and impact "feedback"

The defined area of feedback is the responsibility of the human resource management and represents the second essential parameter within the New Generations.

The area "feedback" was defined for the concept map. Again, this element can take effect in different other components.

One-dimensional Generation Y & Z demands regular feedback. They want to receive regular feedback from their supervisor, but also look for giving feedback to their manager. Therefore, the 360°-degree feedback method is suitable.
The element leadership within the NGCM is the central interface to "feedback". Whereby, Generation Y & Z expect a positive evaluation. They believe that praise contributes to personal development. As a result, the dimension "career" is affected. Finally, digitisation influences the element "career" by creating technical prerequisites.
As in "career and personal development", management is responsible for providing regular feedback and must accept feedback from their employees.

7.4.5 Dimension and impact "leadership"

The last defined area of leadership is the responsibility of the leader/manager.

The focus of the New Generations is that today's managers have a non-hierarchical leadership style. They reject commands and instructions and look for "social" and "team leader" skills. Furthermore, Gen Y and Gen Z want to have transparency in leadership decisions and be involved in the decision process. Corporate goals must be conveyed, and they want to identify themselves with the vision of the company. All these requirements represent a one-dimensional view.

From a multidimensional perspective, the manager is ultimately responsible for implementing all requirements of the NG. However, the property of the leader also affects the other dimensions in the concept map. Leadership influences the area "career". The manager bears the responsibility for the implementation of personal development. In the "flexibility" dimension, leadership is required to act as a best practice and to live new opportunities actively. The role model effect is also crucial in the area of "digitisation", where they show the active use of digital opportunities, such as the use of knowledge sharing or communication tools. Finally, in terms of feedback, leadership must periodically provide feedback on their performance to their employees.

Leadership is becoming increasingly responsible among Generation Y and Z. However, the organisation and HR must provide the essential tool to respond to the requirements.

The following chapter suggests possible practical implications derived from the NGCM for organisations, human resource management and leadership. The detected requirements of Gen Y and Z are covered in the present thesis and addressed research question number four.

7.5 Actions for changing framework conditions

What actions can be taken to react to the changing framework conditions in the working world? The findings of theoretical and practical research are summarised and assigned to the areas of organisation, human resource management, and leadership.

The following table (24) shows the responsibility of the units and other ingredients for implementing the defined key dimensions of the New Generations concept map:

Unit	Dimension / Key requirement
Organisation	- Execution self-assessment - Staff leadership - Implementation of the *digital* agenda - Enable framework for *flexibility*
Human Resource Management	- Staff and training leadership - Definition of *career* and *personal development* activities employees - Adaption of *feedback processes* for employee and leadership
Leadership	- Implementation and usage of the defined requirements - Adoption of *leadership behaviour*

Table 24 Implementation of defined requirements, own illustration

The practical implications are theoretically limited and show illustrative measures that companies can implement. The examples mentioned show a possibility of implementation but are not complete and promise success. Furthermore, other performance incentives (see chapter 4.4) must be fulfilled. A combination of the material incentives system and the key requirements is not part of this work.

7.5.1 Practical implications for Organisations

The chapter "practical implications for organisations" refers to CEOs and board members of companies because these are responsible for the specification of framework conditions.

In recent years there have been changes in organisational structures and forms. The work environment has grown through agility and competition, and the traditional way of working together in companies, as well as leadership activities, have changed. However, before

implementing different key requirements for the New Generations companies must carry out a self-assessment because not every adjustment or implementation can lead to the desired success. It should be examined in which area they have to take necessary measures. The implementation is carried out by the leaders or HR. The evaluation of the results must be discussed with the CEO or board and transformed into concrete implementation. The preparation and implementation of a self-assessment is not part of this doctoral thesis.

Modern and open executives are required for implementation. Leaders who are prepared to embrace change can succeed in supporting changes in the organisation. Furthermore, the necessary skills are needed in collaboration with the employees. One of the biggest challenges for organisations is finding supervisors with the right skills not to judge employees anymore but to coach them. Further, it undermines the status and formal authority of these superiors. Managers without the necessary skills, who are already struggling to coach individuals, will have a hard time steering teams. Complex dynamics of teams can push supervisors to their limits. The question is whether companies can help their managers to support all these changes and recognise their values.

In the past, managers were consulted to design employee programs or processes. Today, employees should be involved in the design process by creating a solution that also reflects the needs of people. Furthermore, it contributes to the satisfaction in the company through integration. The new approach might confuse board members at first. However, in the end, synergies can be leveraged. To hire executives, board members can work together with external consultants of HR management and psychologists. Together they can prepare a multi-stage assessment and select a person with the right and necessary leadership skills.

Another essential aspect that must be fulfilled within the organisation is digitisation. Here the use of new modern possibilities (methods, tools, or processes) must be considered. The findings from this thesis have shown that, due to the often very advanced use of digital possibilities of Generation Y and Z, they want it to use in everyday working life. The focus should be on communication, for example, corporate networks, knowledge sharing platforms. ESN (Enterprise Social Networks) already offered this possibility and were rarely used by the surveyed companies. The implementation of the networks entails a financial effort and is often not seen as an advantage for the organisation. Companies have their specific tools and processes for storing knowledge and communication and stick to traditional procedures, e.g. drives and folder systems and e-mail and meeting communications.

The implementation of the digitisation agenda enables the fulfilment of the key requirement of flexibility. Therefore, they must create framework conditions to provide different opportunities for employees. Especially in this area, there is the most significant demand for Generation Y and Z, which is also perceived by managers. Also, Generation X is looking for more freedom and has appropriated the values. Work-life balance is inevitable within the New Generations and offers the opportunity for them to spend more time with family and friends, travelling, or personal development. Companies already partially react to this demand. There are different ways for the implementation:

- Implementation of flexible working time models: definition of core times where the employees need to be present in the office, but they can allocate limited times.

- Introduction of a four-day week: employees can work his entire business hours per week within four days and take one day off.
- Introduction of home-office: employees can work from home
- Introduction of a "flex day": possibility to reduce salary and instead the employee gets more vacation days.

The term home office is the most prevalent in companies when it comes to flexibility, but with a negative aspect. Executives often believe that their employees do little or no work at home. However, managers must regulate working from home. There are different ways for regulations, e.g. employees can work from home once a week, once a month, or for instance, ten home-office days a year. Besides a manager can request a record of activities. Tools like Skype enable further face-to-face contact, which is essential for the exchange of information. It ensures that everyone has the same level of information, even if someone is not physically present in the office.

The described measures should only give an overview of possible approaches for organisations. The following chapter describes practical implications for the HR-department, including the defined key-dimensions of the New Generations concept map.

7.5.2 Practical implications for Human Resource Management

The chapter "practical implications for human resource management" refers to Managers and employees of the HR department because they can drive change and innovation in people management.

The investigations have shown that in Austria HR tasks are part of the CEO's agenda, but in comparison to Germany, there is no Human Resource Board Member. The increasing importance of changing HR activities has already arrived. Therefore, board members are responsible and take decisions indirect agreement with the managers of the HR departments.

In recent years the status of HR has changed in a different direction. From being the contact person in personnel matters to implementing problem-solving activities and motivation programs to assessing employees. The question if HR departments will continue to exist in companies in the future and whether the CEO takes over human resource tasks can be rejected. HR will remain in companies but with extended duties, e.g., implementation of modern techniques.

In the field of continuing education, digitalisation will play an essential role. Through a digital footprint within the organisation, an analytics program can conclude an employee's level of knowledge and compare it with the standard he has achieved within his or her specific profession. The program recommends learning activities based on the data collected. This allows the employee to compile a learning program or to include the individual recommendations in the calendar for future lessons. By completing training sessions, the employee collects points and receives "digital awards," which stimulates the motivation to continue training. Primarily this is one of the demands of the New Generations which can be fulfilled by digitalisation. However, this modern method of education is only an alternative to an employee's traditional training options. According to the career path or perspectives defined in the employee interview, employees must continue to complete in-house or external training possibilities.

Management cannot be excluded in the area of further development. This PhD dissertation has shown that the New Generations also have requirements for the characteristics of managers. For this reason, it is recommended that managers also regularly complete professional and practical training, e.g. personal development or management training.

The demand for regular feedback must be in the focus of HR management. Therefore, there will often be adjustments to the current processes. Often, there are standardised discussions between employees and managers, which are conducted annually using a pre-formulated form and sent back to the HR department. These are for documentation purposes only. Often, the collected information of the discussions is not analysed and utilized for organisation development. In addition to the defined, at least twice a year, staff conversations, there must be regular informal discussions, e.g. regular coffee or lunch dates. The NG does not want to miss praise and motivation. The following points should be considered during feedback sessions:

- Preparation of the feedback sessions
- Fixed appointments with the employee
- Create an atmosphere and give employees security
- Explanation goals and structure of the meeting
- Assessment of the department and employee situation
- Feedback from the employee, sharing the assessment
- Feedback of performance to the employee
- Obtain employee self-assessment
- Definition of perspectives and career path for the employee
- Requests for support and definition of the following steps
- Agreement of measurable goals (written documentation)
- Feedback regarding leadership behaviour

The contents of the employee appraisal show a theoretical approach, which must be individually adapted to the organisation and need to be checked for completeness.

In the future, companies need to adjust the feedback process and obtain it regularly and in a multidimensional way. Millennials and Generation Z want to give feedback to their leaders. Therefore, it is crucial to get feedback about leadership behaviour during the interview. The trend in organisations is 360-degree feedback. The survey is anonymous, and thus, the answers are usually more honest.

360-degree feedback has become one of the essential leadership development tools worldwide. This applies in particular to the active development of leadership skills. The competences collected by the questionnaire should be derived from the goals of the company or organisation. This increases the acceptance of 360-degree feedback among decision-makers (usually line managers) as well as attendees because it illustrates how each individual can contribute to the company's success. Information from the feedback discussions must be used in the future for company development, and the results communicated to the Executive Board.

Through globalisation and digitalisation, companies need to understand that people are their most important resource to be competitive. A change in the wording from Human Resource Management to Human Capital Management might highlight the relevance.

The following chapter describes practical implications for the leadership, including the defined key-dimensions of the New Generations Model.

7.5.3 Practical implications for Leadership

The chapter "practical implications for Leadership" refers to managers of departments, group, and team leaders, because they are the interface between the organisation and the employees.

Managers have never had to manage so many different generations in companies. Findings proved that leadership is one of the most critical roles among the New Generations. Therefore, they must react to new requirements.

Managers not only have to act as an interface between the organisation, HR, and employees but also have to implement new requirements and processes. Furthermore, they must understand that often, old leadership skills are no longer practicable among the New Generations. Gen Y and Z no longer desire classic top-down management, but they would like to be much more involved in the design process. Furthermore, communication is essential to them. Through targeted management training, managers should be prepared for discussions with their employees, as they must manage to keep critical issues with them. Often, even a single word can lead to displeasure within Generation Y & Z. Information levels range from simple updates to executive-level decisions. Often it is sufficient for them to have the same level of information since the New Generations naturally also understand that they do not influence a certain level of decision-making.

Employees who are promoted to management positions must deal with "leading and engaging." However, executives only inspire, support, motivate, and this takes up 15% of their time. If the manager gets compared with a coach in the sport, they spend about 85% of their time on improving their team and each person. In a competitive environment that is influenced by globalisation and digitisation, a functioning team is a prerequisite. Because of this, it is relevant that managers actively take their employees along and inspire them because only the variety of ideas in the team can absorb the complexity of the environment. In the past, in a stable world, it was essential to work out plans and make the employee specifications. However, today, it is about agility, creativity, and innovation. Managers need to spend more time on leadership in the future. The following characteristics have been defined as key characteristics for leadership:

  - Being a mentor and coach
  - Act as best practice
  - Gives regular feedback (positive and for improvement)
  - Respectful and open-minded
  - Effective communicator and a good listener
  - Involvement in decisions and more transparency

During the research, the following skills were defined for the stereotype of Generation Y and Z. These characteristics do not represent a claim to success. Each characteristic can be perceived differently by an individual.

The NG requires intrinsic motivation, which the leader can achieve through active mentoring or coaching. A term that is already implemented in many organisations seems to find new emphasis among the New Generations. Mentoring relationships have an impact on employee's development. In a broader sense, mentoring might be the leadership style of the New Generations. The employee must be having a contact person with whom they can talk on a personal level and not from a hierarchical point of view. The personality is in the foreground. They must be a role model and lead the NG.

In the end, it depends on the executives to realise and implement the measures, and to gain acceptance of Gen Y and Z.

7.6 Conclusion

The definition of the New Generation concept map makes it possible to provide an all-encompassing overview of the key demands of the New Generations and is only a theoretical framework. Each organisation has different basic requirements and therefore needs to be analysed in detail to derive measures of the NGCM for implementation. This work does not provide a working instruction for the derivation of concrete measures for the implementation for companies and is therefore only an extension of prior theory and illustrates the context of the changed framework conditions of Generation Y and Z.

The NCMP was developed based on the requirements of organisations caused by the New Generations, including Generation Y and Z. As a result, the framework for Baby Boomer and Generation X may or may not be sufficient. Using heterogeneous samples from different generations must be evaluated in future work. Furthermore, examples such as rewards, trust, organisational structure, and gender were not considered during the elaboration and may have a moderating effect on outcome variables. (Del Campo et al., 2011) Regarding empirical evidence, the profile of Generation Z employees is partly uncertain because many studies are based on student/school populations. Therefore, there is a need to study the habits of the working Generation Z population.

The concept map shows that the fields of action are linked together, and therefore it is essential to set comprehensive measures. Further research has shown that the new organisational models, such as Agility or Holocracy, are not the comprehensive answer to increase satisfaction in organisations. The examination of the models is not part of this PhD dissertation. To keep the New Generations in the long term in companies, the appropriate framework conditions and measures in the field of leadership, career/development, flexibility, feedback and digitisation must be implemented. There are various options for each dimension in companies.

The practical implications that are presented in this work are examples of different possibilities that can be used in companies. Every organisation must determine the status quo in order to analyse which measures need to be used. The survey showed that companies have already adjusted their processes to respond to New Generations. The examples mentioned show a possibility of implementation but are not complete and promise success.

8 Overall Summary, Discussion and Conclusion

This final chapter gives an overall summary of the PhD dissertation. Further, it reiterates specific research questions and the dissertation's central research, and it summarises its key findings. Finally, it outlines limitations, and the most important implications and directions for future research and practice.

8.1 Overview of the Research Problem & Research Question

The world of work is under massive changes, caused by the New Generations. About 100 years ago, the strict, hierarchical structures that were stable (and successful) were developed and are still valid in today's organisations. However, the classical form of corporate structure (which is still valid in companies) is not suitable for the members of Generation Y and Z. The principle was: At the top of a company is one leader who makes decisions. Since the tasks of CEO's expanded in the last years, one leader is not able to do everything. Therefore, in smaller units, a superior leader to a smaller number of employees. The leadership is more in focus than ever, not only at the top but also in the departments. Further, the NG influence Human Resource Management in organisations. Often, HR departments are stuck in their old structures and are limited to recruiting. However, this area needs modern processes like other business areas in organisations.

There are different reasons why this form of company structures is not contemporary with the New Generations. The survey I results show that the requirements of the New Generations are different than before compared to the generations before. First, people are much more educated, so they do not have to be preordained and "ordered." Secondly, digitalisation offers new possibilities and allows people to structure their everyday life in a completely new and better way. This applies in particular to everyday work. Furthermore, the results of further investigation have shown that there is no significant difference between the generations at the moment.

Study II showed that management recognised the changing demands and tried to react differently to individual requirements. However, often they implement only one measure. Companies need to adopt processes and methods to keep future employees in the long term. At the moment, companies are overwhelmed in which direction organisations will transform in the future by the influence of the New Generations.

In the context of Generation Y and Generation Z companies use the word "New Work." Social philosopher Frithjof Bergmann found the term and deals with the relationship of people and work and defined an alternative model to wage labour in the capitalist economic system. The resulting movement called Bergmann "New work." In today's world, the term often comes into general use and stands for a fundamental and sustainable change in the world of work. Further definitions and details of the concept of "New Work" is not the content of this thesis. (Hackl, Wagner, Attmer & Baumann, 2017)

The epitome of a new way of structuring work and thinking about work is called "agility." This keyword is a possible answer for future robust company development and culture for the business. Often, past and experience, as predictability and stability, are used as a guide for traditional management teachings and methods.

In contrast, agility teaches dealing with uncertainty and is future-oriented. (Redmann, 2017) However, investigations carried out during the development have shown that "agile" organisational models, including the concept of Holacracy, cover only individual requirements of the New Generations. The review of the concepts is not the content of this work.

The previous work has already answered four of the defined research questions and shows not only an overview of the requirements but also differences of Generation Y and Z. Furthermore, managers were asked about new requirements, and their answers were complemented with theoretical findings. The "New Generations Model" represents the transfer to the organisation and further Human Resource Management and Leadership." It gives an overview of the NG based on a diamond diagram. Practical implications complete the thesis and answer research question H5.

8.2 Limitations and future research direction

The New Generations have a positive influence on today's organisations. The previously defined areas in the "NGCM" form a derivation from the research findings. Although the focus of the dissertation is on the New Generations, consisting of Generation Y and Z in the working life, the Millennials have a more substantial impact on the outcomes of the research due to today's employment situation in organisations. The following table shows that currently, about 12 per cent of the members of Gen Z are working in companies in Austria and therefore do not have a significant impact. Compared to Gen Y who represent a share of about 36%. (Wirtschaftkammer Österreich, 2020)

Generations Age	Population
Generation Z (born between 1995 and 2015)	447.451 (11,78%)
Generation Y (born between 1980 and 1995)	1.363.698 (35,91%)
Other generations (born before 1980)	1.986.168 (52,31)
Sum	3.797.317 (100%)

Table 25 Employees and Generations in Austrian organisations,
own illustration, source: WKO (2020)

Generation Z will grow into the organisations the next years and, probably they will bring further change, like the Millennials. At the moment, companies partially react to the new demands of Gen Y, although these represent around one-third of all employees with 1.35 million employees in Austrian organisations. Leaders are partially aware of the changed framework conditions; however, they are averse to adjust processes or to change tradition. They have to manage several generations and must to reconcile their needs. The different generations have different requirements, where only a few of them overlap. Often it will not be possible to fulfil all requirements and create complete satisfaction. However, at least when the New Generations are in the majority in organisations, and Gen X and Baby Boomers leave the company they have to take action. Displeasure among employees is a competitive disadvantage in times of globalisation and digitisation in order to compete. The "human being" counts as precious capital, who needs to be motivated and to keep them in the company in the long term. Transparency allows employees to look for new opportunities quickly.

This PhD dissertation answers the research questions, but with limitations in research. The online survey examined the requirements of Generation Y and Z and further it was used to analyse the differences between the NG. However, the survey shows an imbalance between the two generations. Since the two generations are in different life situations, there may be different requirements. While parts of the Millennials are already starting families, Gen Z is usually not married, have no children and is busy with their education. The research gap should be closed by examining current publications on Generation Z. However, a further investigation should take place, with more balanced equality.

Furthermore, the online survey shows an imbalance between the gender of the participants. Different requirements can arise here. While men often strive for a career, women are busy organising the family. A future study could analyse the differences in gender requirements.

Therefore, it is still too early to derive exact tendencies for the Zs. This was confirmed by the results of the expert interviews. They have not yet been able to make any predictions about the specific changes in the working world caused by Gen Z. Therefore, there will be a need for further research when they have arrived in organisations and have gained experience in a few years. However, the analysis should take place at an early stage that leaders can adjust to further changes.

Further, the research is limited in the practical use of the New Generations concept map since it is only a theoretical framework. It should be examined if all defined requirements meet the expectations of the New Generations further if the desired results lead to more satisfaction, freedom, and employee loyalty. Furthermore, an interaction between the NGCM and the concept of agility or holocracy should be considered. An analysis could show if standardisation of the models, increase productivity in organisations, and fulfil additional qualitative parameters. The result will show which elements are clear and met the expectations and which areas need further enhancement.

Like the NGCM, the practical implications are only theoretically limited and show illustrative measures that companies can implement. The examples mentioned show a possibility of implementation but are not complete and do promise success. It is recommended to do a self-assessment before implementation. This enables organisations to identify the gaps they have to close among the new generations. For this, a New Generation Readiness Check could be created by defining the different requirements of Gen Y and Gen Z. Based on the results, each company has to implement individual measures. In further research, a set of different implementation modules can be defined for each industry or company size, which can then be used in practice by organisations.

8.3 Overall Conclusion

The thesis focuses on the influence of New Generations on the world of work. The principle goal of this thesis is to analyse the impact of Generation Y and Z on organisation, human resource and leadership. These areas have a significant influence on the introduction or adaptation of processes, methods and tools and are responsible for the implementation of possible measures to react to the new demands.

The development stages of research on the generations differ widely. While today's organisations often only focus on the Millennials, who already arrived in the working life, research shows only a little progress in analysis of Generation Z. The objective of the dissertation was to close the current research gap regarding the requirements of the NG and therefore, a theoretical extension of prior work must take place.

Therefore, the following research objectives were defined in the thesis:

- What are the demands/requirements of the New Generations to organisations?
- What are the differences between Generation Y and Generation Z regarding their requirements?
- What is the view of the management regarding the changes in the working world?
- Which actions can be taken to react to the changing framework conditions in the working world

Research has shown that the key areas flexibility, feedback, career & personal development, digitisation and leadership need future adjustments and adaptations in the areas of the organisation, human resource management and leadership to respond to the requirements of New Generations. In analysing the differences between the New Generations, the results have shown that there are no significant differences between Generation Y and Generation Z. It remains to be seen whether there are any differences in terms of requirements to the working world since Generation Z is only at the beginning or entering their working career.

Leaders only react to the individually perceived requirements that are caused by the Millennials in the organisation. They agree that Generation Z will bring further changes and challenges. Experts are not able to derive any direction. They believe that values such as family and flexibility could play a more significant role than within the Millennials.

The research cap is closed with a holistic overview of the viewpoints and business values of the Millennials and Gen Z to develop a conceptual model of the interaction between the different requirements from Generation Y and Z. The new defined framework should promote the relative importance and the complex interplay of the different demands to the changing world of work. Further, it should contribute a better understanding of the significance of the New Generations in today's organisations. The practical implications are theoretically limited and show illustrative measures that companies can implement. The examples mentioned in the thesis show a possibility of implementation and therefore answers research question four. The dissertation shows theoretical perspectives and adopts them to an integrative and encompassing approach for the New Generations. On the one hand, it enables a comprehensive integration of prior findings on the changed framework conditions in companies, and it allows the development of new, fundamental conceptual insights on Gen Y and Z.

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Annexes

Annex 1: Online survey questionnaire

Social demographic data

Gender:

☐ Male ☐ Female

Age:

☐ before 1945

☐ between 1945 and 1965

☐ between 1965 and 1980

☐ between 1980 and 1995

☐ after 1995

Graduation:

☐ Primary School ☐ Vocational education

☐ A levels ☐ University

☐ College ☐ PhD

☐ Other

Actual occupation:

☐ In apprenticeship ☐ Student

☐ Jok-seeking ☐ Employee

☐ Self-employed ☐ Internship

☐ Other

(Optional: only by answers employee and internship)

How long is your employee relationship?

☐ Less than 1 year

☐ Between 1 and 3 years

☐ Between 3 and 5 years

☐ More than 5 years

What are your worries about your current employer?

What are suggestions for improvement at your current employer?

Career	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
1. Making career has top priority for me	☐	☐	☐	☐	☐
2. Career must be in the right relation to remuneration	☐	☐	☐	☐	☐
3. Working atmosphere and work colleagues are more important to me	☐	☐	☐	☐	☐
4. Job-hopping is part of making career	☐	☐	☐	☐	☐
5. Family and friends have priority over work	☐	☐	☐	☐	☐

Leadership	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
1. My supervisor/boss/CEO has to					
inspire me	☐	☐	☐	☐	☐
give me feedback	☐	☐	☐	☐	☐
act as best practice	☐	☐	☐	☐	☐
be a team leader	☐	☐	☐	☐	☐
social skills	☐	☐	☐	☐	☐
show me recognition	☐	☐	☐	☐	☐
reflect the vision of the company	☐	☐	☐	☐	☐
compliance with fairness and equality	☐	☐	☐	☐	☐

Work-Life-Balance	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
1. Flexibility in working life is essential for me	☐	☐	☐	☐	☐
2. Work and leisure must be able to blend into on other	☐	☐	☐	☐	☐
3. Leisure is ahead of career and reward	☐	☐	☐	☐	☐
4. Home Office is a significant aspect of time	☐	☐	☐	☐	☐
5. Work should not be done on weekends	☐	☐	☐	☐	☐
6. All- in contracts have a negative aspect and I would not accept	☐	☐	☐	☐	☐

Employee-view	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
1. Continuing education must be an integral part of the profession	☐	☐	☐	☐	☐
2. I am willing to change job If promises are not kept	☐	☐	☐	☐	☐
3. I want to be involved in important decisions	☐	☐	☐	☐	☐
4. Company benefits contribute to well-being	☐	☐	☐	☐	☐
5. Team building like e.g. team events are important for me	☐	☐	☐	☐	☐

Organisation/Digitalisation	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
1. It's important for me that my employer is represented in social media	☐	☐	☐	☐	☐
2. The reputation of a company is important	☐	☐	☐	☐	☐
3. I must be able to identify with the vision of the company	☐	☐	☐	☐	☐
4. I read reviews and experiences about companies on the internet	☐	☐	☐	☐	☐
5. If I had the opportunity to work in a start-up, I would use it	☐	☐	☐	☐	☐

Comments

Thank you for supporting me!

Annex 2: Expert interview guideline

INTERVIEW GUIDE

EMPIRICAL SURVEY IN THE CONTEXT OF DISSERTATION WITH THE TITLE

"NEW GENERATIONS: CHANGES OF
VALUES, LEADERSHIP AND ORGANISATION CULTURE"

at the University of Sopron

by

Philipp Klein MA

Interlocutor:	
Interviewer:	Philipp Klein MA
Date of the interview:	
Supervision of the dissertation:	Dr. Nicole Mau

Introduction

First of all, I would like to thank you taking time to conduct an interview in behalf of my dissertation with the title. "New Generations: Changes in Values, Leadership and Organisation Culture". This guide will guide you through the questions that I want to address in the interview. Subsequently, they will be processed in my work.

Reason for research

The heterogeneous labour market faces the desire for change. Especially influenced by the New Generations, generation Y and generation Z, an organisational change takes place. Never before have so many different generations, with different perspectives, worked together in one company. Especially the management is required to react to all requirements and to bring about a change. In particular, the focus is on the flexibility and digitalisation.

1. How have the demands of your employees changed in recent years? And what are the specific requirements?

2. Which action do you take to react to new requirements of your employees? (e.g. flexibilisation etc)

3. Is your company affected by high employee turnover? If so, do you know the reason? And which measures do you take to counteract?

4. Through a so-called job-hopping (employees stay only in average 2 years in a company) it can come to a possible loss of knowledge. (keyword: age pyramid). What measures do you take against it?

5. In which area is the topic of employee and organisation anchored in your enterprise?

6. Which requirements do you have for future employees?

7. How important is digitalisation in a modern organisation? What are the pros and cons in your opinion?

8. Especially „Social Media" is really important for the New Generations. Do you know the term "ESN" (Enterprise Social Networking)?

9. Forecast: Most of the New Generations already arrived in today's working environments especially Generation Y. How might look like the requirements or characteristics of subsequent generations? Is a derivation already possible?

I ask for your permission to record the interview on tape as a basis for the transcription. Of course, I guarantee complete confidentiality. The tape recordings are irrevocably deleted after transcription.

Anonymization of the company data	ja	☐	nein	☐
Publication of the interview	ja	☐	nein	☐

Schedule:

Execution and evaluation of expert interviews:
February 2018 - July 2018

Annex 3: Expert interview results

Interview 1:

E = Expert, I = Interviewer

I: Thank you for taking time. The title of my dissertation is New Generations change of values, leadership and organisation culture. In this work I would like to find out how requirements of the New Generations have changed for the employer and how the management of companies reacts to them. To get started, I would like to ask you what's your job description?

E: I am the CEO and HR boss. A few years ago, I took over the human resource function.

I: Interesting. So let's start with the first question. As HR director which requirements do you have when you hire new or future employees?

E: Young or old employees?

I: Doesn't matter.

E: The most important thing for recruiting is the experience. We left the way (...) 10 years of professional experience, 5 studies and preferably not older than 25 years. 5 to 10 years ago that was normal at companies, that they looked for such people. First, they do not exist. Second now we're looking primarily at the experience curve, what did they do and which training they passed. At the beginning they must have a school education, this was a really bad development: bachelor or master degree was a minimum requirement. But we recognised education is nothing at all (...) Yes, it's primarily about the experience and then it's about the person. We examine this in the second step in a conversation and then the rest does not matter. I'm no longer interested in a certificate. I'm not interested what happened before and if they had any private problems. The requirement itself is quite simply they need operational experience. If the new employee has experience in the field of our company it is thousand guilders shot. But right now, it's really hard because you just do not get those people anymore.

I: What means when new workers are hired these are trained with trainings and training on the job? Is this correct?

E: Yes, exactly. But we also do a lot. Of course, this varies from company to company. We have an own in-house training academy. That means we do train the trainer and educate our own people. Which means that the marketing department can complete a finance course, such as accounting 1, or whatever. But we invest a lot of money in external training opportunities (...) honestly a lot of money. From social media to presentation, project and process management and training for the back office. This is also really important. Not every employee gets the same training. We offer different development plans.

I: So staff development?

E: Right. Every employee will be trained by a personal development plan.

I: Thank you. You almost answered the second question about how the requirements in your company have changed. Experience plays a much bigger role than education. Experience plays an essential role in meanwhile.

E: I left the strategy because we hadn't luck (...) let's say that, I prefer to hire people who are currently in education. Yes (...) where many companies react in a daunting way, because they think that they have no time and have to go to the university. If already passed a couple of courses and is not at university for 10 years like he is currently in the third semester or the first semester in the master (...) and he is already in a working relationship and on the other side has already experience, that's my favourite at the moment, because you can shape them. Yes (...) That's step one, or that's just for jobs within a team, but not for leadership position. Then they need to have experience. So that are two different examples.

I: We already have talked about the next topic in preparation for this interview. The framework conditions have also changed with the New Generations. Goals and priorities have changed. Many decades ago employees entered their new job after their studies and stayed there until their retirement. That was normal procedure, but these conditions have changed. Towards working contracts, different working models and flexibility. I mentioned it before, I'm doing a part-time education (...) Yes. Did you or will you implement measures in your company in order to respond to the requirements or demands of employees?

E: No moved with the time and reduced fixed working hours. On the one hand we have a working model with flexible working hours. On the one hand, with a core time where I want to make sure their people are available. But basically, anyone can slip in and slide out as they like. Employees have the opportunity to work at home. This is okay if it's not every day. If you need two to three days because you are more productive at home, take your time. So, we implemented all-in contracts in order to handle the administrative tasks in back office. But the people are convinced, with the possibilities they have. Digitalisation helps us. Years ago, you had the time clock where you checked in at the door. Today I have a clock in clock out system on my phone. Three years ago, we working time from 08:00 to 17:30 but we had a problem if the customer called at 18 clock but we optimised ourselves. There are core times. There is a core time for the whole company (...) I think that means operational time that means certain departments have to be there at certain times. Core times from 10:00 - 15:00 clock doesn't help the back office because the phone rings also after 15 o'clock. We completed time optimisation project together with experts last year.

I: Okay, we do not offer all-inclusive contracts because we want to exploit our employees, but to ensure more flexibility

E: First, because of the flexibility. And I know a lot of companies do it that way, but I'm so fair that I calculate the hours of our employees at the end of the year and if the employee has a lot of over hours then I'll pay extra money.

I: Okay.

E: Yes, because of a few 100 euros we do not want to have a bad speech. No we do not do that.

I: Good. Is your company affected by high employee fluctuation rate?

E: No not really. That's funny a question. Actually, we have a fluctuation rate of 0% but all are overloaded with work. (…) I have to point out to be carefully even if you have the feeling that everything is fine. Employee take their private life to work and mix this. Unlike us managers. I go quit a working day and my mind is free. Next day I come back to work, and I continue where I stopped. Employees are very vulnerable because they take private to work and work in private life. That is not a healthy work-life balance, but you cannot change it. Okay, you can talk to him and give advice (…)

I: But where do you think is the difference that you do not take your personal stuff with you?

E: If I do that I would kill myself. That's a learning process (...) Yes, I used to drive home with tears and dissolved and I did not understand the world and I felt treated unfairly (...) that's not longer possible. Because you have to work. For sure you have to be social, but you have to catch your emotions (...) As a manager you are the guy who has to listen to your employees and give advice but if you take this into your private life you will get a burnout. Dangerous topic. You have to learn how to handle problems.

I: Understood. That's true. And I suppose, if the employee tells you his problems he also wants to have an advice?

E: Partly it's monetary. I have a co-worker who says he has no money, always the same topic (...) Yes or partly he did that and that, what should I do now. My wife (...) then you give an advice. But the responsibility is at the employee

I: Job-hopping. It is said (...) I have recently discovered in my CV that I have now changed jobs every second year (...) How does your company counter a possible loss of knowledge? Keyword age pyramid.

E: Yes (...) I do not know why but it works. I mean (...) let me explain. In my mind you have to stay at a company at least five years. I do not know why. (...) Yes, probably because I always quit after five years. I think that it has changed, because I have to be more open in the future. I get a lot of CVs and I asked me what happened. If one changed every second year, he might leave me every moment. (…) When I think of America it is normal to change your job every second year. I'm a conservative because I know I have to be more open. I am some kind of old fashioned because of loyalty (...) I have to be careful because habits changed. Today jobs are in great demand. You have to understand if you get 100 applications on your desktop, have to figure out who possible future employee fits you the most. You do not have time to invite a lot of people (…) I have special requirements in my mind and for my person I do not like it if he changed every second year.

I: In which area of your company is employee satisfaction and organisation settled? Is there a separate department? (...)

E: In the administration actually. We do not have a own HR department now, it takes part of the agenda as my function as administration director.

I: A special keyword in connection with the New Generations is also digitalisation. What role does digitalisation play in a modern working world?

E: Everything is electronic now. Can you explain the question in more detail? Do you mean the processes or the marketing behind human resource?

I: Exactly, the marketing behind. In other words, how do you try to win new employees and promote your company as a good employer.

E: Yes (...) that does not work for us, because the human resource department is not managed by a specialist. So job interviews with videoconference and I know what you're talking about and the other companies do that (...) unfortunately we do not use this media because the competence is missing (...) Young and dynamic companies can do that from the beginning or when they start but not for established companies (...)

I: Okay. (…)

E: (...) So we do little. Of course, it is an advantage for a start-up or young fresh companies it promotes their reputation (...) Disadvantages it is expensive, that's my opinion because I come from the business track. (...) I cannot tell you anymore about this question because we just do not do that at all.

I: Well, question regarding social media. For the New Generations it plays an important role (...) Do you use it? If so, in which form, to attract employees. That means network portals like Xing, Linked or other platforms. How is the company dealing with this change or the new media?

E: So (...) Privately I'm more active than the company (...)

I: Only in Austria or also in the other countries where your company has offices?

E: No, we completely overslept (...)

I: (…) Okay (…)

E: Not only in Austria, we have completely overslept. Worldwide! But I cannot tell you why. I only can tell you that the group has grown so fast that we always follow new innovations that should be standard actually.

I: That's the same problem in the banking industry, for example.

E: Yes, the same happened to us. We created a new homepage which include our three brands. But that was a long way. We also started Facebook and Instagram pages, but we did not have the concepts and knowledge. In addition, a lot of people want to be part of this. You have country and brand ideas. That is an absolute disaster. In my opinion it's better to turn social media off and start when we have a concept (...) Yes, because now on Instagram (...)

I: So, you do not give up (...)

E: No, no, no! Because it really works. I see my personal profiles. When I use Facebook or Xing and co. You find contacts, you can build bridges, but we are many steps behind.

I: Exactly and that is the advantage of these new media that you are networked and can communicate with each other.

E: That's really bad for us (...) so (...) yes. For example, we now have (...) an onliner.

I: What are the responsibilities of an onliner?

E: No idea. Actually, he designs our website. Do you know what the problem is? There are not the right people you are looking for. You are looking for online managers and project managers, and then I always think: what should they do. Companies are set up so different with their own brands and backgrounds, stories and appearances (...) that's almost impossible. An onliner knows what he has to do on Instagram and how to edit pictures, but the stories are in the background. So, you have to ensure that you have a plan.

I: But the name of an onliner is a little bit misunderstanding. His main responsibility should be an interface between companies and PR companies.

E: We have. We have outsourced all our PR activities. Which is really expensive. PR agencies are really helpful, but they can never implement the needs the company pursues. They can find out in conversations what is the purpose of the company is and what you want to achieve. They can. And they can assist you in certain activities. No matter if you send bloggers articles or they check your press release (...) But the real stories are inside of a company. International big companies like Facebook, Google and co. know that. And they certainly do not have an external PR agency or a PR consultant. Those who have made it know the advantages. They do it by their own. Why? They keep the competence and the decisions. Unfortunately, many people in Austria were wrong.

I: I just believe it's the knowledge which you have known (...) and the target groups. I can have a file where 80 people are listed. But I do not think that's what you want to convey.

E: I agree. I believe that in the end we will regret actions.

I: The problem is that many companies try to catch up with the actual trend, but in a wrong way.

E: I think that will cost us a lot of money to get it under control.

I: The last question about Generation Y. The generation was born between 1985 and 2000. They already arrived in their working life and already have a lot of experience. Experts already talk about generation Z or generation Gucci gang (…) hippster terms (...) They are now about 18 years old and also slowly enter business. What do you think could be possible requirements or possible properties of them to their future employers? Will they change again? There are suitable properties for every generation

E: The problem is the change. The whole environment will have less structure. From an early age you get preached until you started working. So, life goes by.

I: Yes, two plus two is four.

E: Yes, today it's not two plus two is four anymore but 2 and 2 can be six at a time. It is much harder for people to prepare for what they want and where they want to get. The changed is caused by of digitisation and the change of the working world, because you will not go to an office any more. You will be flexible that do not will have the need of an office space at all.

Large law firms, for example, have only mobile desks. Yesterday I heard the same story from Ernst and Young.

I: Bank Austria, Erste Bank also have already (…)

E: The classic workplace will not exist anymore. I am convinced of that. Because I also do not need to be here. I'm only here because I have employees to take care. But I do not work actively here. Here I work with my head and ideas (...) So for the (...) I do not envy them. But I think it will be more creative in the future. That could be good for everyone and the world. The question is (...) and I see the biggest problem there and then I close the question (...) The problem could be in continuity. You need a certain security. That is a need of every person and every company. Everything will be open and flexible (...) as far as the digital world supports us. You will do everything via smartphone and tablet. We will solve this, I am convinced of that. Even a classic field service will disappear, that's all clear to me. That does not mean that we will need fewer workers. There will be more jobs, but they will shift. More direction storage, logistics and procurement (…)

I: (…) IT (…)

E: Exactly. The question is about the continuity of the companies. It will be spongier. I think it will then be difficult to connect the new with the old. I wonder where the transition will be. People like me will go through that to the end and we will not care. I think the problem will occur later. After that certain companies will lose because they just overslept it. Then it is too late. Because once you have found and placed your USP and you're the company with the most followers and might be the producer of coffee machines you get a big push. But I think that the social media will experience a decline again, because at the moment social media has just developed into a wrong direction.

I: Thank you for your time.

E: Thanks too

Interview 2

I: Hello. Thank you for taking the time. How do you think employees' requirements have changed in recent years? If they have changed, in which concrete direction do they develop in contrast to the generations before?

E: When I look back a long time (...) I've been in the industry for more than 30 years, there were a lot of changes regarding requirements. So, when I remember, at the beginning, you actually (...) considered a person as a subject-specific solution to a problem. For every problem you need a specific employee with different skills. For instance, you need accountants who correctly calculated the numbers. That was just strictly divided. Everyone had their area there and had to make their contribution (...) and there was no requirement to the leadership or management. Employee development was relatively limited and over the years (...) I would say that the demands on soft skills or human collaboration have changed a lot. I'm going to make a big leap - 30 years ago - next to the professional knowledge nowadays also social skills and working together, for example, in teamwork, is really important. And to moderate and present well. Earlier, the topic was not so important. Today, the employee must be able to make a good

summary, convince employees and push forward. The whole requirement profile has changed from a very technical knowledge towards social skills in connection with the technical knowledge. That purely from the human side. And of course, the whole tool (...) in the past there were no computers, they were really computers and today it is unthinkable that one has team members who are not capable of Excel, Power Point and social networking or other communications too handle. I have to say that has changed very much and maybe more than looking back 30 years, the changes were not as strong as they were in the 80s and 2018.

I: You also notice it in my company. We work, and we are a team and this team is made up of different age groups and the motivation to work (...) I believe the New Generations grow up with a much wider horizon with the aspiration to realize self-goals where it may be partially the generations before. Before Thai main focus was on enter a business, not all at all, but by many, I get into a business after graduation and spend all my career in the company. I'm doing a 9 to 5 job and that's it. But you have properly mentioned these trainings and social skills before, which is now more and more demanded. Which measures your company implemented to promote employees in this area? How do you form employees, that they also meet the requirements of your company?

E: I think there are two very important areas here. On the one hand the area which one can present with specialised trainings as for example (...) or also use of modern programs and then there is a second area really the right soft skills. This has to be done through coaching, because it is not about pure training. That's how the employee deals with his team. How he manages, although bad mood on the day, still treat the employees in a very factual way and how they manage to motivate employees also in the long term. (...) and I think this is about the very specific training on the one hand you can buy and on the other hand is the responsibility of the supervisor or mentor to observe the employee on the social side and constructive him to provide input, so that he can work on himself. (...) It's not all hard training (…) but the other part is good coaching. A mentor in the background.

I: I can confirm that too. The 350-person survey that I've already conducted came up with a clear answer that is expected to guide the leader as best practice, visionary and mentor. The role has changed, not only distribute the tasks, but to be more.

E: Yes.

I: Question number three. Employee fluctuation rate. Do you have any problems within your company?

E: There is virtually no company that has no fluctuation rate. Thankfully, we have always been in an area of the economy that has a relatively stable workforce structure. Of course, there were always employees who have quit and gone to other companies. But we have already observed, once we had offices in big cities, there was a higher turnover. Of course, because the employees had more opportunities to switch (...) But I also know other companies. For example, PWC, there is a huge fluctuation. You do not even get to know your surroundings in a year. And I think that is a phenomenon that will take more and more. Special in the service sector. And it all depends on the employees selling their knowledge, which has a modular structure, can establish itself quickly and resell its knowledge. (...) I also believe that the barriers have changed. As you said

before. Twenty or thirty years ago it was a revolution when you said you change to another company and that was a giant step in your life. Today it doesn't matter. People are a source of knowledge and collaboration that can jump from one network quickly to another, and the companies that succeed in keeping and motivating employees in the long run are the companies that have a clear vision and know where they want to go. And share this vision with the staff and convey a kind of "we" feeling. And then the employees manage to really be part of the team and also the part of pay, like retention programs, which the employees are fairly paid and on the other side also bonus payments. If you reach certain goals, you get a reward. And this is not only the result of this year, but also of next year (...) more and more companies have, for example, bonus pools or stock programs, where the employees are more involved in the company and really have a disadvantage if they used to go before the big goal has been reached.

I: You mentioned it before, as with PWC (…) employees have a wide-ranging knowledge which they can sell, the consultations are fighting for people. Last week I received three inquiries from Switzerland, Germany and Austria. Of course, these constant changes cause a loss of knowledge. Have you taken concrete measures or arrangements to counteract this objection?

E: When it comes to special know-how areas, we have a non-competition agreement or confidential agreements. That means the employees were not allowed to use this knowledge at all. And for the most part, these were efficient because the courts are very strong against the employee when it comes to a lawsuit. I think that these are always the second-best measures when trying to legally secure something, to form legal barriers in practice. This shows that if one tries to prevent (...) the exodus of know-how, it is best to build employee motivation programs and then really be involved with clear communication. These are the two elements, one is the positive motivation and the second is the legal. But in my experience, positive motivation is much more effective than going through the legal process. You can use this action at a later point.

I: Understood. The topic of organisation or employee is basically bundled in a company at the HR department, Human Resources. Changes bring employee development (...) do you think that the traditional HR department will continue to exist in the future? And where is HR located in your company? Is this at the board or is that a staff position below?

E: I always wanted to be in charge with the human resource topic, in all companies, because I also was interested in this topic (...) And to get to know your employees and develop the programs accordingly (...) and more often I came to companies, and the HR has reported elsewhere, but I redesigned the process. In classic HR, twenty, thirty years ago, if there was a problem with the employee they went directly to the HR department. Today every department is part of the HR department, because it is about the motivation of the employees, it is about the assessment of the employees, it is about bonus calculation to the employee (...) If I say today each department is an extended arm of the HR department, but it is part of this HR base. This demarcation is no longer possible. Nevertheless, I believe that classic HR department will remain in companies. Because somebody has to be responsible for the systems, also for the implementation of modern techniques.

I: Okay. What are your requirements for future employees for your company when hiring someone? Has it also changed here, in the past it was important that an employee has a good education or is it now important that the employee has experience? How has that changed?

E: Of course, it is important that the employee has a solid education. It was more important in earlier years. I did not care that much, I did not even look at the certificates. For instance, if he had good marks and was in the top third or right in the middle. Surely you do not want to have someone who has spent 10 years at the university, because that also shows that you cannot get things done. But over time, experience has become more important. If you see the employee has been working for 10 years, training as a fundamental block is important, but also important is that the employee has worked with teams over the past and achieved his goals. I think, then, this training qualification moves more and more into the background and then the experience, the achievements, is more important. But today there is a high demand in social skills. When you get in a management position social skill come even more important also like communication. If you look (...) the big CEOs or bosses of areas that are successful, they are very keen to define the goals and also motivate the employees to work. A manager must not be able to (...) build an Excel spreadsheet properly and does not have to be able to understand how the last gear of a machine works or the last program. He has to make motivate or push the employee. That's where social skills and communication skills come in. Over time, I think that academic education is shifting towards work experience, but in the end, leadership qualities are important.

I: We already talked about digitalisation which changed like the customer behaviour. Digitisation also plays an essential role in the working organisation, what advantages and disadvantages do you see? Keyword Home Office. To ensure the flexibility of the staff, if there is a desire?

E: Digitisation. Let me think, when I think back for thirty years, we did not even have e-mails. Digitalisation brought gigantic speed. So earlier (...) it took moths to collect information about your new company. And today you go to the web (...) within seconds. But the same for the employees. Today you go to LinkedIn and can see exactly what the employee has already done, and you also can collect references. These are gigantic benefits, even the speed. Not that the world used to be different, but today it's spinning a few numbers faster. You have to try to build a more efficient environment through flexibility. Home office has very great advantages, but also has some disadvantages. I was the one who often introduced it and had it myself, but (...) the advantage is you do not lose time for traveling (...) because my company headquarters was in Copenhagen and I was first in Austria and then in Switzerland and of course I would have lost an enormous amount of time each time. So, I used Skype, Facetime or teleconferencing do a lot of thing. But I've noticed, when I went to the offices I get to know a lot of more topics. If I leave my office open and people come and say, "Hello Miguel, how are you? I've had something there last week (...) I thought that was a bit weird, what do you think about it? " Or walk and talk through the office rooms then you hear a lot of comments from the staff. It has also been seen that Silicon Valley has also turned back. I think Google is a good example, they said that we want their employees to sit together, which makes them even more creative and encourages communication. I do not think there's a golden rule. And I think you have to use all the logistical benefits and speed, but on the other hand there is the personal relationship.

I: I agree. They also mentioned the LinkedIn platform for networking. My personal network with recommendations. There is now also a so-called enterprise social networking, where companies

introduce a kind of social media, (...) where the knowledge is bundled. Or the overview of a project status. What is the progress of the project but can also exchange private things. Have you ever heard of an enterprise social networking?

E: We introduced the Microsoft system. Unfortunately, I forgot the exact name (...) and that was supposed to be a platform. Certain information can be centrally or on a platform, share content, synonymous with development projects and rapid communication (…) And I'm sure these platforms will be a major part in companies in the future. But we quit the project after a year, we have not been able to get people on this platform (...)

I: Okay (…)

E: There are so many other platforms outside of the company, and people love Facebook or LinkedIn. So, it's difficult to tell them to move to another platform. Maybe in the future, but my experience has not been very positive. But maybe you have heard some positive examples? But I think you have to increase the attractiveness as, for example, certain projects are only made on the platform. That the employees are almost forced to migrate there.

I: The question came to my mind when I read a book titled "The Circle" two years ago and it was about a company like Google and they had a platform, but the staff was more or less forced to do 10 tweets a day (...) we also had such an enterprise platform at Capco. But in the direction of defining personal goals and to receive badges from managers or other employees. An example you support a colleague or a manager doing a proposal and you receive a thank you badge. This flew into your personal evaluation and contributes for your PhD. I found that exciting and that's why I picked up this question. In my opinion, Facebook is going in the wrong direction, and I think that these enterprise platforms might have a chance in the future (…)

E: (...) Hopefully but I do not know a company that was really successful with these social platforms. But I think that there are already successful examples, but these are not the standard.

I: I'm totally with you. Last question about future requirements. You have a son at the age of 18 years. We talk about generation Z or also generation Gucci gang, all such hipster terms. What are the requirements of the following generation?

E: I believe (...) I think the need of purpose is more important (...) I think in my generation it was clear what you do. You start with a good education (...) you work in a solid company and start your family. The term Generation Y comes from "why do we have to do that" and actually we want to make our own world and our way. And the New Generations, they often do not know what they want. It can be this way or that way. All options are open. And the generations say, the world has to convince me first, before I even start to move in one direction. This obvious path that you took earlier, is turned upside down. On the one hand, I think that's great, the creativity sets no limit and can go your own way, but on the other hand if people (...) have no solid education (...) or goals in their life they can also drift off. Unfortunately, I know some people. But it could also create completely new horizons.

I: Thank you very much for the interview.

Interview 3:

I: Hello, thank you for taking time. I would like to talk with you about the New Generations. How culture and requirements of the employees have changed and what new demands are placed on leadership in recent years. Then I would like start, where do you see the changes of today's employees today? How have requirements changed and how do you react to them?

E: (...) I believe that in the leadership a significant binding and companionable tone is important today (...) I believe that leadership is much less hierarchically (...) that an authoritarian leadership style is completely inappropriate from my point of view but certain functions and positions are endowed with a certain authority (...) that is better accepted by young people (...) yes companionable, more team spirit lived (...) I believe good leadership has a lot to do with team leadership.

I: That means that you act more like a mentor?

E: That has always been for me. Of course, as a leader you have the task of developing employees. At every hierarchical level.

I: Do you develop an individual training plan for each employee or training measures? Or is certain training required per role picture so that the employee can carry out his duties? (...) Actually the classic employee development (...)

E: There are many topics related to employee development. An element that should certainly be used is that you also give employee management basic skills in the form of trainings. This is project management, everyone must be able to do that. Not everyone can. A common understanding of certain topics in the company is also very important. That is why internal trainings are very valuable, even if people think that they have already heard everything, or I come from the consultation, then it is not (...) But that is one element, these typical trainings (...) a second element is an ongoing feedback process (...) Leadership development and employee development is always a very essential element and that is a feedback 360 degrees. All around, so all directions and that is perhaps the most important development task the feedback of the boss. And that has a lot to do with leadership, if you ask me what makes leadership, then just this ongoing coaching. Coaching based on open and supportive feedback (...) I believe that this is what people want and appreciate when they get it. So, leadership, 360-degree feedback, training in the form of internal training. Of course, it also makes sense if you get training from external companies. That brings a different kind of experience and that's what companies should do. We also have special coaching, for example. It is the combination of these instruments.

I: I would like to confirm you as well. Last year, I conducted a survey of 350 people, where it was clear that a 360-degree feedback is asked for but not available in the most cases.

E: Absolutely. That is absolutely necessary. We all do that. We also ask the board of directors and our executives. (...) I still forgot one element which is also very important. That means a day at the customer. In other companies it is called service academy. This sharpens, especially in the service company, the service understanding. The service attitude of the employees. And especially of executives. So, I think this (...) customer experience is extremely important. That should definitely be planned.

I: Right, the decision goes from the top (...) This is exactly the same thing at my job. Employees often act as client advisors, and care for the customers worries and fears but not about the business (...) We have such a similar program. We call it Bankstellenwoche, where we spend a week in the suburbs.

E: Yes.

I: Employee turnover is an important issue these days. Do you also have an employee fluctuation? So, I think there will always be a fundamental fluctuation in companies (...)

E: (...) there were already systems without fluctuation. So minimal. These were the usual official jobs. There is minimal fluctuation among the officials. We have also dismantled many employees from the old employment structure, civil servants' structure, according to the old collective agreement and have hired the employees under a new collective agreement. And these employees have a completely different fluctuation behavior. And above all, this is a problem where (...) for example in the delivery area, where we mainly work with auxiliary workers, we have a high fluctuation. There are other companies, such as transport, warehousing, logistics but also in retail, because you have a very high fluctuation of 30-40% and there of course the goal is to bring them down. What costs you a lot of money, but also costs a lot of quality, if you constantly have new employees. And that is a very exciting topic and is a great challenge for a company as well as for us. The challenge when I joined the company eight years ago was the restructuring. In other words, how do I get employees out of the company who are either underutilized or uninvolved (...) The subject has changed totally in the eight years. Today we reduced the proportion of the "Beamten" from 30% to 60% and (...) and we see the experience of our old employees as an asset. This is a completely different approach and these people also have the important task of sharing their know-how to younger employees. As I said (...) this is a new situation for us, the company did not know that.

I: If employees change often there can be a loss of knowledge. Do you plan an action against a possible loss of knowledge? Or is that well covered by this basic 30% of your "old" employees?

E: I was always very sceptical about the claim of losing knowledge. (...) But that, if you have reached a certain critical size coming from above and a core of the workforce, then that is indeed a big disadvantage. There are special measures. So, you have to say that we are only at the beginning of a process. First, a cognitive process that is important. But secondly, to teach the organisation how to transfer that knowledge. (...) But that is also very important in terms of employee turnover. Because recognising the main element of employee turnover is simply to promote the well-being of new employees. And well-being also depends on how well you can do your job. How easy it is to do the job well. That means in the areas where we train auxiliaries, in delivery, onboarding, team building, (...) passing on the know-how of older people and looking after the younger ones by the older ones are an important element. (...) Keep going.

I: Yes, right. I'm just taking notes. (...) In which area of your company the topic organisation or employee is settled?

E: That depends on me

I: Ah, okay, that depends on you.

E: Personnel management is, in my opinion, always the job of a CEO. In Germany, that's a bit different. You have mandatory the personnel director. (...) But any company I have managed, except in Germany, came out without that HR. HR was always with the CEO. And I would definitely keep it that way and my human resource manager is certainly my most important employee.

I: Do you believe that there will be a classic HR department in the future? Because employee interviews are usually carried out by the department heads.

E: That's really important. We are nationwide in Austria, as many HR tasks are taken over by the executives. But, especially within larger companies, it makes sense that these executives are supported, because (...) there is also a certain need for action here, for example, in job interviews. There is nothing wrong with the fact that subordinate executives carry out setting discussions, but I think that should be centrally coordinated and supervised. That is quite important. Because that's the only way to ensure the quality of the interviews. Because otherwise everyone does what he wants (...) and everyone is naturally convinced that he is doing well. But I think to have a central coordination is really important.

I: How do you see (...) what requirements do you request for new employees? How did the profile (...) used to be? Education is important and a university degree with good grades? Nowadays, the trend is more likely to study part-time, but work experience plays a much bigger role.

E: Look. (...) employees (...) this is always a combination of professional and personal qualities. The personal property is certainly (...), if you are looking for a job, you should know exactly what profile you are looking for. I have also had an exciting and positive experience with the involvement of psychologists. Not in having conversation but for example when creating a profile, a job profile. For example, I did that recently. It was a very difficult cast (...) Although I have a lot of experience with employees, with attitudes. (...) So alone when creating the profile, this can be helpful. And it can also be helpful for job interviews, if there is an external party. With completely different glasses, or a very special know-how, which support applications and procedures. That makes sense in any case. But now back to the question of what requirements. Professional and personal suitability like positive pro-active thinking, solution-oriented thinking, problem-oriented thinking. In certain positions you have to be able to live with risks. The higher you get in a position, the more important your personal abilities become. And also, your professional qualifications.

I: Keyword digitisation is an essential one. Not only in behalf of customer behavior. But also, within the organisation. The topic of home office or more flexible working hours. How do you react? Is there an adaptation of the working models? The flow of communication, creativity usually only takes place when you work together (…)

E: Digitalisation has many aspects. You are addressing one aspect. Personally, I think that this is the decision of a leader. To whom and if they allowed to work remote. Of course, this is also a question of trust (...) to work flexible. We have no rules about working remote (...) we have set a certain framework and in that context, this is the decision of the manager. Nobody has a legal claim to home office. But manager decides that.

I: And digitalisation in the field of building up a personal with example LinkedIn? You can present myself. I say what my skills are. What kind of education do I have. And also recruiting is done via social media. Do you see advantages and disadvantages in this area of digitalisation? The transparency of the labor market?

E: That's just one aspect. Look but this aspect is exciting, and we have to adjust to this. That's not so essential. This is also a tool that can be found on job platforms (...) employees or positions. That's actually state of the art. Employees may also have higher turnover, but it is more important to take care of the well-being of your employees.

I: With digitisation you always associate social media. More and more companies are introducing Enterprise Social Networks. Platforms where employees share their knowledge, project statuses and the knowledge is bundled, but also as a platform for private exchange. Do you have something in your company?

E: Well, we are present in all these social media. Facebook (...)

I: But I mean specifically for the Enterprise.

E: We have an intranet for the company. (...) and we are also in the process of redesigning this intranet. And there is also a dialogue module inside. (...) So the co-workers have many user groups. For example, I have a WhatsApp group with my co-workers. So, with my daily reports. But also, for private activities. And so, we stay in contact. So, these are all in my view quite normal (...) these are normal means of communication.

I: Well. Let's come to the last question. With generation Y you combine terms like flexibility, opportunities for further development. Nobody wants to decide where to go, they study longer and start later working. We are now talking about the generation after that. These young people are just between the ages of 14 and 18 are also entering slowly into the workplace. Do you believe that requirements will change again? (...)

E: Sure, I believe that. It's hard to say what our world will look like in 10 or 15 years. That's really hard to say. But what we see is the acceleration of certain developments. The whole communication behavior has changed so dramatically. Also, in your generation. But if I imagine that 20 years ago no one had a mobile phone. That the internet was not common yet. We already knew what an e-mail is, one cannot imagine that today and how we deal with smartphones today. That's not so long. The iPhone was invented 10 years ago and before we had the Nokia Communicator and Blackberry. It all went in the direction, but then it went explosively. Or if I imagine Facebook is almost old-fashioned and people are on Instagram. The communication behavior will continue to evolve and we also continue to accelerate. I think it will impact on leadership behavior. But I think the nature of leadership is not so different. For me, the essence of leadership, summed up in our mission statement, if you ask me today what I expect from leaders, these are the four things we have here. First, take responsibility. Give direction, so give orientation. Promote cooperation and build trust. These are the four points under which we have summarized leadership behavior. So, I have responsibility what happens in my area. I also have responsibility to develop employees. But above all, how they feel. Whether they feel good.

I: Do you have a talent pool or a high potential pool for good and young people?

E: There was a talent pool, but that does not exist anymore. But there is, for example, a women's mentoring program. There are already a few programs. But it is also important to me that executives take their responsibility and promote employees. Unfortunately, pool programs often turn into an alibi.

I: In most cases, no one cares about it (...)

E: (...) It's an infinite theme like innovation. We have to become more innovative (...) now we are doing ideas competition or ideas exchange programs. These are outdated resources in my view.

I: Thank you for taking time.

Interview 4:

I: Thank you for taking your time. How have the requirements of the employees changed in the last few years and if these have changed can you specify them?

Expert: So, we have different areas within our company. the two big areas are on the one hand the production of the beer here at the location and mineral water in Bad Vöslau. And least the trade area. These are quite different cultures and different jobs. For example, brewer's requirements today have not changed so much over the years from the special knowledge point of view. It's more technical now. It's about the usage of the machines. To wait or to fill cans etc. that's all much faster because it's more in the technical direction. Within the trading company the requirements didn't change. Except that we have strong competition in the trading sector. That it's more about selling. Of course, the network is very important. And the sales and consulting expertise in this field. These are of course topics we have to focus on. All positions are bundle in the HR department of the holding and we have to react to changes. And these requirements will further change (…)

I: (…) and especially the demands of the employee for example flexibility or the desire for home office. Further personal development, I would like have feedback and so on (…) How has that changed? Can you say a few words here?

E: Yes, the current management was asking for feedback processes. Like annual talks. Ideally twice a year but minimum once a year. Supervisors with their employees. What does it look like, where are you from, where do you want to go? Would you like to do any further education or change your subject? And of course, with the demands of the new employees, that also changes. So, the older employees much more approach the classic ways. Home office, for example, is not so present. Maybe in areas like IT, for example, where you can also do home office work. You only consider every single request. Because often it makes no sense to work from home.

I: You have said feedback conversations are of course always very important for the employees to reflect again where they want to develop. What about 360 ° feedback talks?

E: That is implemented by us but not every year but every 2-3 years we make a 360 ° feedback conversation and thus this is covered from this perspective. From the top management this requested. And this has already been implemented in Bad Vöslau and will be soon implemented in Ottakring. After that we cover all management positions with 360 ° conversations.

I: I have already carried out a survey where I asked 350 employees of the generation Y and Z where they stated the wish for executive feedback conversations. Often the management do not know what the employees think about them. I think we covered question one and two. Let's continue with question number three. Is your company affected by high employee turnover? If so, do you know the problems, and did you define some action against it?

E: In terms of employee turnover, we are well served. We have no issues within this area. Tradition is the keyword. For the job as a brewery there is no need for traditional training but only learning through teaching. If he wants to do a higher education, then he has to do it in Germany in Bavaria. There are so less jobs in Austria that's the reason why the fluctuation is not so strong. Our employees are mostly very long and loyal like 30 to 35 years. They start here and go to retirement. Further we have no problems in the production and delivery area. But within the storage area we have the biggest issues and the highest turnover. Also, why we have no problems with the driver fluctuation rate is that they are real proud to work for us. They are the first person of contact with our clients and always get in connection if the clients think about our brand (…) As I mentioned in the storage we have the biggest issues (…) you need no specific requirements (…) maybe you just need a forklift license. It depends on the personality. These are the jobs where you cannot always tell at first glance if it fits. Or you need muscles because you have to work hard the hole day. Sometimes you need very special skills in communications because you are at the front line with the customers. After 2-3 months in the trial period often we do not take over the employees but from both sides. (…) But we now want to build up more training possibilities for our logistic sector to offer opportunities for further development. Like E-Campus or Training on the Job. We have to look what are the expectations of employees and what do they want. A few will maybe appreciate to get trained on weekends because they work all day and other will decline. This makes the E-Campus more realistic.

I: Exciting (…) I'm excited if people will use this offer in the future. Employees in offices are often more open for further development (…)

E: Yes, they are more open. And in the storage area, you always have to sell the value. Like after the training you have the opportunity to work at different areas in a company. Of course, there are also those who say I'm doing my thing from 9:00 to 5:00 pm and go home and that suits me. There are different characters (…)

I: Well, as I have understood now, then this so-called job hoping is not a problem at your company. Like young employees change every 2-3 years the company. And the reason is because you are a traditional company and they feel comfortable here. Like a big family.

E: Yes!

I: But there is always the problem because many older employees are currently leaving the company. There is a change in generations today. What about keyword age pyramid (…) What do you do about the loss of knowledge.

E: Apprenticeship is the keyword in the production areas. Brewers pass on their knowledge of the teachers. It is also the succession planning made so that you look who retires and when do you hire new employees. The older show new employees how things are done. We also have a lot of process description and job descriptions to cover the everything. The handover takes often

needs two to three months but sometimes the old employee wants to start earlier with his new challenges (…) Then you have to look at every individual case and set the period as long as possible (…) I think in the area of losing knowledge we have no problems. Sometimes we try to offer new opportunities for our employees within the company. For instance, he or she worked in the marketing and now wants to take the challenge to work in the sales department. We try to make the connection and build bridges.

I: Does this work?

E: This works in most cases; the employee often comes directly to us. We have internal policy where we pretend that everything is strictly confidential. Until the time agreement takes place, of course, the employees can decide on their own if they want to talk to his boss in front. After that we take over the administrative tasks and transfer the employee to his new department.

I: The topic organisation and organisation development (…) where is it settled within your company? At the HR or at executive committee?

E: Mostly it is settled at the executive committee. The topic of strategy and organisation is primarily located at the executive board. As the owners are also very involved in the business and also the CEO of our company. The family has a very strong presence through all organisational and strategic topics.

I: In Germany the companies have special HR boards (…)

E: Yes.

I: (…) but that's not mandatory in Austria (…)

E: Not in our company. In our management board are members from marketing and finance and also sales because that's a major part in our company.

I: For future employees (…) what requirements you have? Is it important to have a solid education? Or to have an apprenticeship in our case or a degree program? Nowadays education plus a profession that's a plus ultra. What is the requirement for future employees now (…) has this changed in recent years? Or do you start from old values?

E: No. Of course this has changed. Some older employees sometimes only prefer old classic behaviour for new joiners. But we try to mix old and new world. Of course, someone who has work experience is easier because he knows how it works. And if someone is joining form school knows more the theoretical part. In my opinion apprenticeship and matriculation with a good training or special knowledge is very useful. Our requirements should meet the education and the experience we are looking for.

I: A major keyword is digitalisation. I think I can name 100 different areas on which digitalisation is concerned in a modern work organisation. We have already discussed home office and flexibility, but there are still disadvantages in terms of digitalisation in relation to employees. I say, for example, Xing LinkIn or even the recruiting of the new employees. Do you use these methods?

E: Yes, on the one hand we also have to implement an employee referral program. That we say we also give the employees the opportunity to recommend new employees. We also want to involve the employee in the talent search. Some apply direct, but we want to make it more easier to recommend new stuff. Actual we are doing the last steps to implement this program.

I: Me also made great experience with such hiring programs at my old companies. You receive a bonus for employees who are hired in different stages according the level of the new employee. Do you also operate other social media channels like Facebook or Instagram? Or is this part of the marketing department?

E: We cooperate together with other departments. Our two big brands have their own social media presence and manage themselves. But during the recruiting activities we work together.

I: Because we mention social media (…) people love all kind of them. Some companies implement Enterprise Social Media Platform were people can share their knowledge and project status (…) or maybe their private stuff. Do you think about it?

E: We have the classic intranet and Share Point. You can find process descriptions and all kind of policies there. It's really old fashioned but an update of this platform has no priority. But I think we have to redesign this in the new future.

I: Let's continue with my last question. Outlook. Actual we are talking about Generation Y or Millenniums which are really digital. But there is already a generation after them. They are now between 5 and 18 years old and they are start entering the working environment. Did you already see some changes in requirements to the company?

E: As I recognised during my last interviews there is no 180 degrees change in new demands. But one really important point is the management between family and job. Also, flexibility is a major aspect and working hours. People always ask about them. Money or salary alone is not so important for them.

I: More about the work-life balance?

E: Yes, social benefits which make life easier. More about working hours for instance flexible hours, core hours. Young professionals are looking for a job where they can stay for a long time. They want to be loyal. After an interview in the most cases the already want to start working here because they like the atmosphere.

I: I think a major advantage of the company is the size plus the family business component.

E: Yes, this a big advantage. And people are looking for that.

I: Often the employee is only a number in a company and everything he wants to change is not possible.

E: That's right

I: Well, then I want to say thank you

E: No problem. See you.

Interview 5:

I: Thank you for taking time. I would say we start with the first question: as previously mentioned, it's about the New Generations. Where the requirements have changed in recent years. It is not the same as in the past an employee comes to the company after graduation there begins and also retires. The fluctuation is simply much higher. I would like to know have the requirements of your employees changed especially within the last years and what are the requirements?

E: In principle, the requirements of the staff, I talk special of the sales staff, the classic way like me who started in the bank and make a branch career is over. Very many enter this world to learn and to continue their education. And also, in the future a springboard for other tasks looking for a new job. This sense bare change (…) I must also distinguish between regional and not regional market area (…) Are you in the regional market like e.g. Weinviertel or Waldviertel it is much more stable. In Vienna, people are dramatically flexible, they are advisers to go new ways to accept new tasks and expect acceptance of the leadership to mend this flexibility, as well as vice versa (…) You simply have to adjust to this, even with the training paths and further developments of the career, much faster together, otherwise you lose very capable people. The staff does not give you so much time to make them happy (…)

I: You talked about the flexibility (…) what concrete measures are provided to bind employees to the company or make them happy?

E: We made an extreme change in the image and from a very conservative traditional company as well as effective to one of the most modern companies or banks. You see, we are in the attractiveness of winning new employees very high in the ranking. It's safe to work here and that does not (…) No, not so far, Silicon Valley and we're not super modern, but we radiate peace of mind from modernity. But also, the possibility that one can develop from itself to Central Europe also until one wants also regional is the Steiermark. This variety of possibilities especially of attractiveness (…) I say (…) In these traditional expectations I come at nine and go at 3:00 clock you can no longer obedient as a young person and then you will not be happy. Yes, but expectation from employer and employee belongs united. Basically, you have to act very differently in the leadership, so we go into analytics or the digital world you just get more (…) you come up with a classic leadership style you will not have that will not work anymore. You have to work in a team and you do not have to create freedom you have to give working conditions to let the creativity and innovation work by their own. And that's all different, as if we look at the branches in former times. If we now attract our new store concepts, for example on Mariahilferstrasse, these are now other customer-facing zones. And you need the right management to bring along this change. The management of the past is sometimes overwhelmed with the innovation or does not want to go along with this shortcoming, so it is very important to establish a new management hat bring the change even further to the employee.

I: Very interesting because the last few days I wrote the chapter about leadership. And also, literature says exactly the same about that Generation Y that they no longer seek this classic management type but they want to receive feedback. The leader has to give them a clear vision who has a common path that comes together to the goal and in constant dialogue with the employee.

E: I cannot escape the dialogue. Through this open space we have, I am available to everyone as a divisional director and everyone has the right to come to me. If I act authoritatively and I do not have time for staff, then they will not come to me in the future. Nobody will communicate with me anymore. But I need the team and that is exactly the culture with which you can continue to work constructively. As the most innovative bank, culture has to be tangible right down to the last employee.

I: (...) as you say, it has to be supported by the supervisor (…)

E: And now it's my responsibility and that of management that we have the right managers, the right leaders in the right positions. And again, I have friends that I have relegated from management positions. If the old managers work in a hierarchical way and the employees quit because they have a super-modern younger manager in the secondary branch and have to move there, then you have to ask yourself the question and react. That's the cultural question again. And then the right people have to lead carefully into new positions.

I: You mentioned employees leave after a half a year the company? (…)

E: They leave the department. If you have a good environment and reliable employees, they will not change. First change is within in the company. But yes, if you have a good education it is possible that an employee will change the company. Through today's market transparency like Xing and LinkedIn it is easy to get a new job. Early it was more difficult.

I: I agree. Also, I'm receiving requests on Xing.

E: Yes because of the transparency. If you show a positive attitude and you are attractive for open positions, it's easy for you to take the next step.

I: Subject fluctuation when one says employees leave the company because they are not happy with the work environment. How is this here?

E: That's a topic we have to work on (...) What does retail offer? Service orientation, customer-friendliness in certain situations to argue. Certain people are trained on certain goals. We are at a high level here. But that works only if all channels flow together in one. Friendly employees in a modern branch and later the opportunity to go to other areas. This is another development that is really gradual. We can offer flexibility to young employees, for example, he only works 5 hours in the branch area and studies by the time he finishes his studies, because of his good training he can move in all directions. Because of this fast turn, we have the opportunity to develop quickly here. (...)

I: (…) the topic to find new employees (…)

E: (...) look that is like this: do you find right ones (…) So, the challenge is to find the right people with the right skills. With the right talent. A job in a bank is not so sexy as many years ago. To find the right people is often hard today (…)

I: You also said the branch of the future and George on the Mariahilferstrasse, but what happens to the older employees. we have this generational break. How do you deal with that? One already partly struggles with a loss of knowledge?

E: Look at it. You have to evolve. I also developed myself drastically. I can no longer implement the know-how of the old consultants one to one because regulatory is changing our environment. We offer the possibility to form the future with us or we offer 2 or 3 other options. But at the end eh must be open for change and must go the way with us.

I: Where is the topic of organisation anchored in the company. Is this a board topic?

E: No, it's not the board (…) but we have a very large HR department. But the responsibility has the distribution. Here we have to bring in a lot what we are looking for, how should the HR expert know that?

I: What are your requirements for future employees?

E: Yes, that they are well educated (…) the conscious (…) First, to work professionally and consciously with people. But what is the difference between us and Internet banks? We still have people. And people are our highest good. And these people are specialists ... We do not just want to do simple service here ... I write the transfer, Georg can do that better (…) We have to be present in a special situation with people and the quality. Flexibility is increasingly required. The job you do should be easy and fun for you. I do the job because I enjoy it. Did he make fun in 1992? Yes. 1995? Yes! And that was always another job. I also changed myself many times. And we need exactly this flexibility with new employees.

I: Really interesting. Let's come to the next question. How does digitalisation change a modern working environment? What are the pros and con?

E: Actually, we implement a new platform called Microsoft Teams.

I: This would be my next question (…) What is this about?

E: I communicate on a new platform with my management colleagues. With my social and business contacts in Czech Republic, Slovakia and Hungary. An international secured communication. Also, this means change for me and I have to adjust.

I: Is this platform only for communication or also for updates e.g. for projects?

E: Everything. It's a Microsoft tool. And when I open the app and quickly need an info I write in and get the answer immediately. We solved difficult issues in a few hours across different countries. But as often mentioned, one has to be open. And I share it with the other employees. And in 1-2 years it will be an additional communication channel. And these are all the requirements that change the new employees. Let's go back to the beginning when students come from university and have all of these communication options and then come to a company where they cannot find it and they quickly leave.

I: How will the requirements look like from the upcoming generations. People how are now between 15 and 18 years old. Will they change again?

E: They will change dramatically. But do not ask me in which direction. I also cannot imagine that I have to live with digitalisation. What I give the young people, they should be able to calculate, write, formulate and have a reasonable appearance. You should be flexible in thinking (…) be okay as a person. And I think that's the best base no matter which way we go. You will

need these basic skills. What will be sure that the New Generations will be in the new environment, no matter what they look like, they will have to adapt to it.

I: Thank you so much for this very interesting interview.

Interview 6:

I: Thank you very much for taking the time. Let's start with the first question, how have the requirements of your employees changed in the last few years and what are the requirements?

E: Yes, let's start with the branch office there is the requirement to have a work life balance. We have 95% women and of course they get pregnant and then have children, stay at home and come back. Years ago, it was clear either you go working or not. There were no special requests I work until 12:00 o'clock or until 14:00 o'clock and that was simply clear that you either work or you get children and stay at home. For sure you can find a place where you can leave your children but it's really hard to get a free place and the working hours extend this offer. This makes it a requirement that they only have working hours until twelve or one o'clock. This is of course fierce and very difficult for. The second point is there used to be sellers (...) either you are good seller or not but now you have taught people how to sell, for example the demand of social skills training. We have an internal academy for continuing education (...) but we also offer commissions, salary systems (…)

I: Yes, we can still discuss everything (...) maybe below. Are there any requirements for a commissioning system but I think that will have always existed?

E: Yes, we have a provision system. And employees are getting better and better and the all want to earn more money because they have a good knowledge about the products.

I: What is the age distribution in the company? How many persons are between 15 and 30 years and what percentage of the employees is above?

E: I would have to look now. But we also have employees who retire at the age of 65 and then stay a little longer in the company and do not want to leave the company. I guess 20% between 15 and 30, 25% between 30 and 50 and the rest over half of them are older.

I: And how do you deal with the age pyramid? When many older employees retire how you do deal with it? How does recruiting look like?

E: We have apprentices and that's very important too. We have apprentices in our company for three years and after that we have a trainee program. You have to build up employees from your company and offer them a good job internally. In the trade, the payment is not so great, I say now so you have to score with benefits e.g. family time, trips or bonus payments or training, employee discounts.

I: So, you are already adapting to the new framework conditions and considering binding the employee longer at the company?

E: Now, for example, we have a small project which is still secret, but we are considering introducing a sixth week of vacation. We still do not know what we are doing this today: are you the best seller, for example, do you get a sixth week of vacation? But what if the employee then

fails then we lack sales. But that's our turn because the job outside is tough. One imagines one is only a seller, but I was on my own and you are standing all day and the customers are not always friendly. We have to score with the benefits I mentioned before. Of course, we also demand that you wear our shoes then we have to give you a goody. Or there are competitions where you can win our shoes.

I: What are these competitions? Is this about the sale?

E: Miscellaneous. Of course, the sale but often we also have recommendation. I have introduced a recommendation bonus system because employees often recommend new employees, and this should also be rewarded and if the employee stays longer than three months company he gets the premium.

I: I think that's good, because you usually only recommend people, where you know yourself who is able to do the work in a good way.

E: Just right (...) what do we offer employee discounts and in addition we also have idea boxes. And this is where the smallest apprentice or everyone in the company can report ideas such as new products. Send in pictures from fashion weeks we are really open.

I: Do employees use this kind of idea boxes?

E: Yes, especially the apprentices when they see something on Instagram. Difficult for the older generation but they do it orally. But with the new generation, that's no problem. They see something and send it to us. That's really cool and open communication and corporate culture and that's very important and that's what everyone is asking for nowadays. Because earlier it was like that says the boss and that is now done and today the generations also want to know: hey why do we do it that way. A 15-hour power also has the right to know what the reasons are like a full-time employee. Open communication is very important these days.

I: How is the company affected by employee turnover? Is it high compared to other industries?

E: Definitely lower. Especially if you are one year with us, the fluctuation is relatively low. But that is really low for the sales branches.

I: That means you do not have to do anything about it?

E: No, we do not have to.

I: That is very good! (...) The New Generations stay on average two years company. When the apprentices are learned from looking for these are also new jobs?

E: We are affected by the apprentices but that is the standard I think. We take in 20 apprentices every year and half of them are looking for new challenges. But most come back, and I also think that is really important that they see something different. We offer the opportunity to get to know new areas in the company.

I: And what for example? Is it then a week at the headquarters?

E: Now, for example, we have three apprentices in accounting because I'm interested in accounting. And because we have a lot of vacation time, it is a good thing that we have this support. Job rotation is very important for employees to see other areas.

I: Which means (…) do you have external interns?

E: less. We have some of the sellers who want to go to the office and we bring them as internal interns to the head office. For example, our IT manager was himself in the branch. Now he is the boss and has been with the company for 20 years and knows what is important. That's exactly what we need in the company. Also, in the purchasing department that is so it is very important that we have people here they know and know the company. One third of our employees are from the branch. But we do it the other way around if you know the women's day when it is this we are very sparsely staffed in the office there is just one employee per department in the building and we all actively help with the sales in the stores- Also our CEO is supporting our branch at the women's day.

I: Which requirements do you have for future employees?

E: Yes (...) It was not like that in the past, but meanwhile you have to be able to do that with internet affinity, technology and numerical understanding. In the past the goods came, and they wrote it on a piece of paper and that was it. Today, much more is needed. Key figures such as EBITA or gross profit. Hardly any employee knew these key figures. You have to imagine the employees have been working for 20 years and now managers in their branch. Now you also have to deal with the staff and numbers. And that is difficult and now we are also looking to hire a branch manager with a high school diploma, but that is not obligatory. We also have our academy where we can train people.

I: So, more affinity for figures and digitalisation?

E: We've had Facebook for the last two years and we're on Instagram too (...) We have a WhatsApp group for all management people which is good for a fast communication. But it was a hard work to get everyone together because not everyone had a smartphone and was ready to get in here. We also had to offer targeted training here. But now it works great and we get photos if something in the store does not work. You just have to be open to the change.

I: Where is the topic of organisation in your company? Are you the interface to Germany or decide alone for the Austrian market?

E: It is up to Mr Setzger and me and we make the decisions alone for Austria.

I: Which pros and cons do you see in the digitalisation? Do you use a Social-Networking-Platform where employees are able to communicate with each other?

E: Yes, actually our IT is building an own solution for an social-networking-platform. Like a knowledge Wikipedia. All forms are also stored there. As well as product information. There we are doing a kind of Facebook for employees.

I: Nice. We are now at the last question. We represent Generation Y we have already brought a big change in the world of work. How could the future generation differ from today? Can you already make a first deduction and where will the journey go?

E: They want to make a career that's very important to you. They want to have an own development plan for their career. And I think what I mentioned at the first question work-life-balance will play a major role within these generations. But we are continuously checking our employee satisfactions to react quickly on new requirements.

I: How often? Quarterly or half a year?

E: Once a year.

I: And your employees are satisfied?

E: Our employees are very satisfied. We also offer other benefits such as sports once a week and go to boxing and yoga and Pilates. Another example is that the employees wanted to have a make-up training. They said they do not know how to make-up. We need a well-groomed appearance for our employees with direct customer contact and then we invited a mark-up artist and she trained her. Keeping the satisfaction high is important and you have to look again and again how to keep employees at the company and keep them in the long term. (...)

I: Thank you for the interviews.

E: No problem. Thank you.

Interview 7:

I: Thank you for taking time.

E: No problem.

I: Then I would say we start with the first question. How have the requirements of your employees changed in recent years?

E: So, my observations, so the strongest observation I've made so far, the expectation of career development. The patience, if you want to enter the work process in a certain way (...) To train yourself, to develop slowly, in a very straightforward way (...) To move on to the next career the (...) has diminished (...) The expectation to get fast new challenges and responsibilities and the possibilities to realize oneself in a way (...) to be confronted and to have the opportunity is very strong from my point of view with this generation. The willingness to change internally or externally when looking for a job is much greater.

I: What means employees are looking for a personal development plan?

E: Exactly and that should be a pretty clear and fastest solution. In our context, think of a classic branch employee who stands for 2-3 years at the cash register and cash desk activities that makes this then upscale customer service and eventually team leaders (…) they want to live the next steps pretty fast (…) and yes (…) And underestimate in my view the need to learn things (…) getting routine that's one topic, and the other topic which is too much addressed was work life

balance. The ladies and gentlemen who started working at us (…) looking for a demanding work environment (…) and would like to contribute accordingly (…) that's the reason why do not feel the call for more flexibility. We have our working hours which are flexible in the headquarter, so I mean internally, and the branches have fixed times. Sometimes employees are asking for home office. But this topic is not really important in our sector and also in our company. Compared to start-ups where people have no fixed working spaces and working 2 months all day and the next two months they work from home. You cannot compare different models and types of working environment.

I: Okay then I would say we continue with the next question, which actions do you take regarding the new requirements of the New Generations. Two key words which you mentioned before (…) personal development and home office.

E: We look to see that we are in the balance between work and training and offer more than before. As an example, that sales program for the branch area. We have official events or excursions. For example, we have a junior staff program for managers for the Raiffeisenbank where you meet regularly. So, these measures in the working context but already a little bit coupled with the pure work and this offer we offer in different areas (...) And that is also a little more self-realisation or added value to the job given (...) and the second home office, where it makes sense, an access is possible. But individually and based on individual cases but not what we actively tackle. It's about personal situations where it makes sense.

I: Well, the third question is about employee turnover. How high is employee turnover now in the company and compared to other industries? If it is higher why is it and do you take action against it?

E: We compare ourselves again and again in the sector and in the industry. Let's take a look at the numbers (…) But now I'm a bit unprepared (…) I do not have the numbers in my head. But basically, it is rather low compared to other industries. It is not quite low but below average. Values have gone up a trail in recent years, but now without any outliers.

I: Based on the New Generations because they are changing their job every 2 or 3 years?

Expert: Yes, there are already individual (...) individual employees where you have the concern at the interview that he or she will not stay long in the company (…) because often there are certain desires that the organisation cannot offer due to the structure. For instance, a foreign career. So, I have to send the employee to our daughter company. But then they are not with us anymore. Or foreign languages (...) although you know that at the entrance but after a year you get the idea of doing other things. Or just in a phase of restructuring. The chance to ascend is more difficult as the organisation gets smaller. And if they are ambitious people, then they do not have the patience. That's what I said before. Employees who started right after school with us or after graduation with whom it is clear that they would like to get to know other organisations. So, the continuous career, we have employees who are 30-35 years in the company, I do not think that there will be many more in the future.

I: How to deal with the keyword "age pyramid". The loss of knowledge, the older generation stops, and the younger generation joins the company. How do you try to counteract the loss of

knowledge or does it not matter because of the training opportunities that you have in the company? How is this handled?

E: Each department is individually responsible and there is no own process. Fortunately, we have no problem with many older employees retiring (...) because we grew very strong 10-15 years ago. We have taken in a lot of young people and that's why people retire in a manageable setting. That may change in 10-15 years. Yes, in the context, more likely mentor system when joining for new employees. However, sometimes problems arise when an employee leaves the company.

I: About employees and organisation Where is this anchored in the company? In Germany, staff is clearly a board topic. Where is this in your organisation?

E: The human resources department is under the general manager and also in the last responsibility. However, the operational and strategic orientation is in the HR department itself. But I think we already have a very broad understanding with tools and quite clearly as the personnel responsibility lies with the executives of each department. I would see it as a cross-sectional theme.

I: Focusing on the future topics which requirements new employees need to have. Do they need a special knowledge? Years ago, it was necessarily having a good education. Now it's more about having professional experience. How do the requirements look like? Has that changed in the last few years?

E: We educate ourselves people. But in central areas such as risk management, bank management, accounting or the skills needed in marketing or human resources management, a good basic education is important (...) in addition, there are other requirements that people understand e.g. the digital world and know how the future of society will look like. That one can distinguish between digital and analogue offers. They have to bring the digital know-how with them, and because we are a service provider, social skills are of course very important. A good appearance and so on. Also, for the employees who are not in customer contact.

I: Now you mentioned the keyword digitalisation already. What advantages and disadvantages do you see in the modern work organisation?

E: I believe that can simplify many tasks. Which can be found especially in our documentation (...) Internal, but very strong processes simplify and (...) And less administration effort. And in contact with the customer, of course, a corresponding additional distribution channel for new sales opportunities (...) uses these ways (...) and the market opportunities linked, there are certainly more opportunities with products or other solutions that may even not be in the core business of the bank.

I: The New Generations are also called Generation Instagram or Generation Facebook. Have you ever heard about entries social media platforms? You can share projects or documents for instance. Does your company use one? If not, are you thinking about an implementation of one?

E: Half a solution (…) is there (…) if I'm not mistaken (…) an internal messenger and communication tool. I suspect that we will not be able to implement such a system sustainably.

I: What are the pros and cons for such an implementation in your point of view?

E: I have practically no experience with it. That's why I find it hard to judge if it's a relief. But data management works completely unstructured in our house. When I think of my department, there are certainly 3 or 4 times the same presentation in different folders. And no one knows anymore the latest version is. I believe there is already a lot of potential inside. That would of course make the job easier if I know where the documents are stored. That I have a lot of potential (...) An internal messenger service instead of e-mail, I do not know if it brings benefits. We are an organisation where you meet quickly and talk about things. We also have a specific email culture and I'm sure it will be the same in other companies. Partly WhatsApp has been used but now prohibited due to data protection. It is a pity because you could communicate quickly but yes (...)

I: Well let's go to the last question. It's about the future Generation. The future generation is also often called Generation Z and still very unexplored. Currently they are around 15 years old and they are apprentices. Do you note other requirements than Generation Y? How do you think the requirements could change?

E: With regard to Generation Z, I do not notice anything special. Maybe they are digital native. I notice the topic of safe work space. And the separation of (…) work and leisure. They do not want to mix it. Sometimes it's possible if colleagues are also friends. If the employers ask the employee to do something on the weekend, such as opening a branch, the employee is willing to come to the event. But when it comes to volunteering, they do not. But I think that's because of reciprocity. The employer often does not honour that.

I: We are talking about more flexibility for instance to stop working at 3 pm and go swimming and continuing work in the night to finish a presentation (…) I would like to say thank you again for taking time.

E: No problem. You're welcome.

Interview 8:

I: Thank you for taking time. Let's start right now. Let's start with the first question: how have the demands of the generations changed? Focusing on Generation Y in detail. Generation Z is still at the beginning of her career.

E: This is probably a question we can discuss throughout the evening. Here I need a moment to think about it in a nutshell (...) I believe that the values of this generation have completely changed. Because they grew up with completely different stuff. They have come in contact with much larger changes from the beginning. And time and the world has become much faster. Anyway, in the last two decades. Yes (...) And that's why they also make other demands on the employer. They want more flexibility and more creative freedom (...) they put a lot on a balanced life. Our generation was more important to make a career. To give everything to get ahead. That's less important to these people now. And I really want to have a good life and enjoy my life but also get ahead. But the organisation has to adapt to me and to my life goals (...) and not I adapt to the organisation. I think this is the change (...) I think this is a fair point that also initiates change and is also necessary (...) the companies just have to think about new working time models and about new models for their employees (...) like that (...) only a few worry about it and wonder that they sometimes acquire people and that after 5-6 months they say "you do not

interest me anymore and I go somewhere else" (...) Fintecs are more flexible here. The companies have to think about how we can bind the people to us. What is important for the new generation? What are they doing better?

I: Do you think, when we talk about consulting or the service sector, that you can respond to these new requirements? Often you have very tight deadlines? (...)

E: I think so (...) does that happen overnight? No. Yes (...) you have to start the change process but first yes (...) it's not just about flexible models for the employees for the generations but also the companies in the consultancy have to worry about how they change something here. (...) especially when it comes to diversity because, for example, too few women work in this area. You also have to think about why is that. Is that the working model? Is that the industry? Is that the workload? (...) or is it simply the fact that I cannot reconcile my private life with my job? At 60-80%, it will be exactly in this direction (...) you also have to think about how to adapt your business model. You have to find a solution with your client. Of course, I cannot say I'm doing something different overnight. But this change has to be started.

I: Is your company already implementing or considering measures in this direction?

E: Of course, there are always a lot of people who are strong for this change and are thinking and trying to initiate this (...) But it's just not on top of the list. Of course, there are initiatives, but they are not the highest priority. There are other goals that are more important. What we already have since years is a regular feedback process which is a major demand from the New Generations. We have coaching program with who you define your personal development plan and on the other side feedback from your project lead regarding your performance at the customer.

I: Is your company affected by high turnover because of the new requirements because you simply cannot meet the new requirements?

E: Reasons for separation are manifold, but there is a certain correlation that arises as a result. My privacy is not what I was hoping for and that's why I'm looking for something different. That will surely be one of the reasons. Is that the reason to change in the consultation? No! that is mostly the promotion and the money that leads to the change. (…)

I: The subject of job-hopping (...) So the New Generations only stay in the company for 2-3 years then look for new challenges. Here the keyword knowledge pyramid. Is it a big topic in the consultancy?

E: Yes. Extreme. Because the advisory lives from the fact that they generate knowledge and when this knowledge is lost, then you have no possibility (...) to offer the services in this quality. You try to build the knowledge (...) you will always have the risk of losing the employee.

I: Are you taking any action here?

E: That is also a topic which has been discussed within our company. I think knowledge management is extremely important no matter what size you have and you have to look that the knowledge is saved (...) even if a co-worker leaves you. But in fact, as in any business consultancy, without exception in everyone, it is an issue to keep the knowledge in the company.

I: The human resource related topic. This is a separate area in your company?

E: It has a similar structure to a German company. Of course, we have no board here to take care of it. But we have what I think is not bad, of course, a management partner who takes care of the issue. We have three different areas of HR and not always HR department. But with us, the areas themselves take care of the selection of persons for instance on projects. Also, for round tables or for new hires.

I: What requirements do you have for new employees?

E: I think that's your personal style question. Everyone will answer this question differently. Everyone will choose the employees differently because he has different requirements.

I: In the past, it was more like saying that education is more important than work experience (...)

E: Of course, it's important too, but for me it's a requirement. In the consultancy nobody will apply without a degree. Or has a higher education in the field (...) Nobody will do that. Therefore, I assume that the applicants bring an education. For example, I am nobody who is looking for grades (...) that does not interest me at all. For me it's more about the personality. How does he fit into the team? Good employees can be developed. The base must be right. Can I work with him? Does he fit into the team? It's more about the skills. For the older employees, I assume that he brings the knowledge. I assume he has experienced a lot, therefore has a lot of experience. And there must already be certain soft skills here. I do not need only analysts in the team. I also need people to make decision by their own.

I: As you said before, the world is turning faster and faster driven by digitalisation. Where do you see the pros and cons?

E: A (...) Very good question. We often discuss these with our customers.

I: Only a few keywords.

E: So the benefit is, of course, that you can offer the customer a better service. The advantage is that you can work efficiently in the internal area and automate much. Of course, then other employees will be free for other tasks. You have the customer component that improves and you are faster time-to-market and so on. Of course you have to adapt the IT. You cannot digitize with the old IT. And the second area is the back office area. And for both you need the IT. But the biggest challenge internally is that you have a massive change. That goes hand in hand with digitalisation. Digitalisation also means you have to cut people down, because tasks that used to make 5 people can easily be automated. You do not need these five people anymore. There are two options now. Either you see that you can put people in a different place or you resign them. Of course that's a huge change and a huge change that the organisation needs to address. What do we do with the staff, how do I remove them? The other is you have to completely reorganize the organisation towards more agility. Rigid organisations will always have problems with it. You will not bring the horsepower you have on the road. In other words, you have to reorganize the organisation on the one hand, culturally, and also all processes. So micro and macro level that you can act flexibly.

I: Digitalisation is big topic. I think we could talk about hours about it (…)

E: Exactly.

I: you already said before knowledge management for example ESN networks. On the one hand, a communication tool with which employees communicate with each other. Is this a term for you? Do you know any advantages?

E: Yes (...) But for me this is the last step of knowledge management. The last step before that, you have to create the culture and create the incentives for people to actively share their knowledge. Because that's always a barrier in humans. That's my knowledge, that makes me valuable and no one likes to share his knowledge with others. Because he always sees a disadvantage in it. In order to overcome this barrier, you have to create incentives. That can be monetary, but also playful. This is the first step in creating the necessary culture (..) But I think the tool is the last step.

I: We have already talked about culture. Also, the characteristics for a leader have changed. What characteristics needs a leader for the future? Before it was the management by objectives (…)

E: I just wanted to say the same thing. I think there is a big difference between management and leadership. You are always in need of an executive who has certain skills and management skills to easily accomplish goals and bring things step by step to the goal. You will always need them. Is that inspiring? No, but I think you need this essential feature as a leader. They have to get people excited and they have to inspire. Only by managing goals and money will you not motivate people. You have to inspire them. What is the big picture? You have to be able to convey the goal. Why do you get up in the morning, why do our customers accept our service? That's the most important thing a leader needs to convey. You can learn management activities or skills, you have to find the right people for leadership.

I: Let's take a look at the future. We have just talked about the Generation Y. How could the demands of the new generation that are currently not in working life look like? We know that they are might more digital. How could look like the requirements to organisations? Are they changing again?

E: I think that will change again massively. I believe that the relationship between companies and employees will change as well. At the moment I cannot say exactly what direction it will take. My feeling tells me that there is going to be a huge change happening here, for companies, for culture (...) how do we build our business model? There may not be any more fixed employees in the future. You will simply access people when you need them. If you need special knowledge only for a certain time horizon. So, you will have the opportunity to work in many companies at the same time and to change flexibly from one day to the other (...) This classic employee relationship will become more and more relativised and, of course, the employees as well as the company gain in flexibility. This might be the future.

I: Really interesting (…) Thank you for the interview.

E: No problem. You are welcome.

Annex 4: Category system

Subject	Code	Category	IP1	IP2	IP3	IP4	IP5	IP6	IP7	IP8
"NEW GENERATIONS: CHANGES OF VALUES, LEADERSHIP AND ORGANISATION CULTURE" — 1 Changes of values regarding organisations and leadership	1a	Changing requirements of Generations	*flexibility in the working life	*flexibility *personal development and training activities	*less hierarchically leadership is required e.g. binding and companionable *team spirit	*feedback process for the employees *feedback process for the management *desire home office only within the internal departments eg. IT	*they enter a company to expand their education (employees) - further development and training activities *requirements to the leadership to be more flexible	*in the branches the employees ask for work-life-balance *ask for training activities for the sales tasks	*strongest changing requirement is the career development within the New Generations *they want new challenges and responsibilities and the possibilities to realize theirself *willingness to change internally and externally looking for a job is greater than the years before *demand for a work-life-balance and desire for home office	*values changed because they grew up under new conditions (fasten environment) *New Generations make demands to the employer for more flexibility and creative freedom - balanced life *making career is not the major goal - they want to have a good life and want to enjoy it *companies have to think about new working time models *more diversity in the consultancy industry (men vs women) *adaption of the business model eg. guarantee work-life-balance for the employees and find a solution together with the customer
	1b	Actions of leadership to react new requirements	*working model with flexible working hours/reduced fixed working hours *introduction of all-in contracts to handle flexibility and administration activities *personal development plan *internal and	*modern training activities in different areas (eg. soft skills) *coaching programs for the employees (mentor program) *combination of training and coaching	*developing employees - starting with basic skills *project management is being expected *internal training possibilities *leadership is important (360 degrees feedback) *coaching programs providing open and supportive	*implementation of a standardised feedback process *implementation of 360 degrees feedback process for the executives *enhancement of training possibilities (E-Campus or training on the job)	*change in the cooperate branding from a very conservative traditional company as well as effective to one of the most modern companies *changes in leadership style because old style doesn't fit to the New Generations *working conditions to	*internal academy for continuing education *in addition: salary systems, or commission systems *integration of employees to continuous improve the company eg. referral programs, idea boxes where employees can share their ideas	*flexible working hours in the headquarter, but fixed hours in the branches *no action regarding home office requirements *there must be a balance between work and training *personnel development plan for employees: special program for sales staff and regular meeting activities	*there are different measures to implement actions for the new generation but these measures do not have high priority at the management - other goals are more important *but we have regular feedback processes, coach program and project customer

			external training opportunities for the employees		feedback *external trainings are important to get different kind of experience and also special training activities		provide creativity and innovation.			feedback
2 Human Resource Management	2a	Turnover / fluctuation rate	* 0%	*there is no company without fluctuation rate *in branch a stable workforce structure *consultancy branch has a high fluctuation rate	*minimum fluctuation *recognising is important and to promote the well-being of employees	*no issues - tradition is the keyword	-	*lower than the average in the branch	*basically it rather low compared to other industries	*in the consultancy the fluctuation rate is higher compared to other branches
	2b	Job- hopping within New Generations	*job-hopping is part of making career but is not popular *in other countries job-hopping is common *loyalty is the keyword in combination with job-hopping	*motivation to change is higher than years ago *you have to generate the "we" feeling *implementation of retention/motivation programs	-	*job-hopping is not a problem, because employees feel comfortable	*internal job-hopping is common	*only after apprenticeship 50% of the people are looking for new challenges	*New Generations often look for new challenges e.g. working in a foreign career *good employees often change the company when they feel unsecure	*yes - the New Generations want to build up a broad knowledge
	2c	Status of HR management in organisations	*HRM is part of the administration - no own HR department *administration also takes over the CFO position	*HR tasks are part of the CEO's agenda *status of HR changed the last years from being the contact person of the employees and problem solving activities to assess employees and motivate them *HR department will remain in companies but with new tasks (eg. implementation of modern techniques)	*human resource management is part of the CEO *in Germany they have a mandatory HR director *HR tasks are taken over by the executive to create job profiles	*part of the executive committee (CEO)	*HR department is responsible - not the Management Board	*HR department is responsible for personnel decision in coordination with the management	*human resource department is next to the general management (last responsibility) *personnel responsibility lies with the executives in each department	*management partner is taking care of the HRM topics *project manager coordinate the selection of new employees

Category	No.	Topic								
Digitalisation	3a	Pro and cons for modern working environment	*possibility of interviews with videoconferences is not used *the only usage of digitalisation is in combination with home office activities	*digitalisation brought speed especially in communication *efficiency in the working environment *possibility of flexibility - working remote - face-to-face meetings but also important	*working remote - set up framework but management approves. Employees have no claim to home office *job-platforms as LinkedIn	*flexibility	*job platforms like Xing and LinkedIn offer the transparency of the job market	*possibility of communication	*digitalisation simplify tasks eg. documentation activities, internal processes, administration tasks *channel for new sales opportunities	*we can offer our customers a better service (time-to-market) *IT services significant improve
	3b	Usage of communication platforms	*usage of social media channels at the beginning	*implementation of a Microsoft platform: status of projects and communication *LinkedIn and Facebook are more popular for employees	*usage of intranet and customised WhatsApp groups for a fast communication	*implementation of a referral program (opportunity for employees to recommend friends or old colleagues) *usage of social media e.g. Instagram and Facebook (responsibility of the marketing department)	*implementation of Microsoft Team to share information (under security standards)	*usage of communications channels (Instagram and Facebook) for marketing activities *usage of WhatsApp for management for a fast communication	*WhatsApp is prohibited *internal chat tool was not successful *E-mail is the most powerful communication channel within in the company	*knowledge management platforms are important but before you have to create the culture and create the incentives for people to actively share their knowledge
Outlook	4a	Requirements for future employees	*Bachelor or Master degree was a minimum requirement but they recognised education is not crucial *it's primarily about the experience and the personality * certificates are less important than operational experience	*demands on soft skills and professional knowledge (teamwork) *pro-active thinking, motivation other colleagues, and technical knowledge (eg. basics as Power-Point or Excel) *solid education	*pro-active thinking, solution-oriented thinking, problem-oriented thinking as well as professional and personal suitability. *talent pool for young employees	*apprenticeship and matriculation with a good training or special knowledge is very useful	*work professionally and consciously with people *basic skills: calculate, write, formulate and have a reasonable appearance *flexibility in thinking	*affinity for digitalisation and technical usage *numerical understanding	*basic skills are required eg. social skills *training on the job is the most important *digital know-how	-

4b	Characteristics of Generation Z in working world	*further changes in the working world cause by digitalisation *less structure and more flexibility *problem of continuity and certain security within generations

*more open personality *do not want to commit themselves	*leadership activities are decisive for the New Generations, to give direction and orientation, promote cooperation and build trust *responsibility to develop employees	*no 180 degrees change in new demands, but combination between work and family will get more importance (work-life-balance) *more flexibility in working life *more loyalty	*characteristics will change dramatically - but no specific direction	*making career will be getting more important *own training/development plan *and work-life-balance as seen within Generation Y will play a major role	*no special requirements *separation of work and leisure	*there will be a significant change in the future (connection employer and employee) *organisation culture and business model *new working model will be executed like project - no fixed employees guarantees flexibility for the employee and employer

Declaration

I, the undersigned Philipp Klein, by signing this declaration declare that "New Generations: Changing values of Generation Y & Z - *Impact on today's organisations, human resource management and leadership"* my PhD thesis was my own work; during the dissertation I complied with the LXXVI. and the rules of the doctoral dissertation prescribed by the Doctoral School, especially regarding references and citations.[1]

Furthermore, I declare that I did not mislead the supervisor (s) or the programme leader with the dissertation.

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