

REVIEWING HUMAN RESOURCES PRACTICES FOR A BETTER INTEGRATION OF  
GENERATION Z AT THE WORKPLACE: THE CASE OF AUDI AND BLOM BANK

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A Thesis  
presented to  
the Faculty of Business Administration and Economics  
at Notre Dame University-Louaize

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In Partial Fulfillment  
of the Requirements for the Degree  
Master of Science in Business Strategy

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by  
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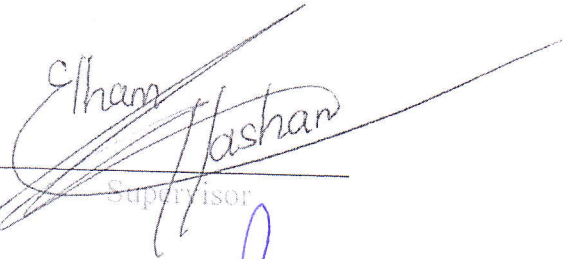
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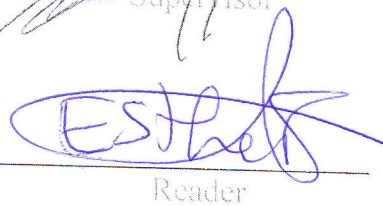
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## DECLARATION

I hereby declare that this thesis is entirely my own work and that it has not been submitted as an exercise for a degree at any other university.

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## ABSTRACT

**Purpose** – Human resources management practices constitute an important intervention lever and more particularly those related to young generation integration. In such, the main research statement tries to understand how do HR practices overcome generational cleavage to better integrate Generation Z into the workplace?”

**Design/methodology/approach** – the research study adopts a quantitative approach. It consists on adopting a deductive reasoning by analyzing, first, the literature review, and to formulate accordingly research hypotheses to be tested on the selected population.

**Findings** – The present research study relies on Generation Z expectations in terms of human resources practices to promote better integration of the employees of this generation in the workplace. This research allowed a broadening of knowledge and discoveries on the subject of Generation Z and its characteristics related to the management of human resources in Lebanese banks. The research findings demonstrate that three out of four practices used by human resource management in Lebanese banks meet Generation Z expectations. Those practices are related in part to the recruitment and selection process, compensation and benefits provided by correspondent banks and the maintained relationships between employees at work. Looking at the results, we can notice that compensation and benefits practices have the highest impact on Generation Z integration within the organization. Therefore, by offering good compensation packages to its team members, banks can increase employees’ belonging ensuring high level of retention.

**Research limitations**– The research is restrained to a quantitative approach. A mixed research method will go in depth by relying on interviews with HR managers in Lebanese banks to understand more their intentions for finding solutions that answer Generation Z issues and challenges especially in the present economic crisis that is affecting the banking sector. Furthermore, this study is limited to banks. Therefore, it can be beneficial to having it implemented in other industries for a wider generalization.

**Practical implications** – Lebanese banks should focus on HRD practices to enhance personal and professional development of Generation Z as well as to increase their commitment and their sense of belonging for the bank they work for.

**Originality/value** – Contemporary organizations witness the existence of a cohabitation of four different generations in its operational development. The arrival of the Generation Z on the labor market in turn gives rise to an abundance of questions about the characteristics of this generation and its integration into the world of business. The originality of the study implies the reformulation of HR practices in order to answer Generation Z members expectations taking into consideration a better integration system into the workplace.

**Keywords:** Generation Z, recruitment, HR development, compensation, relationships, integration, expectations.

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# CHAPTER 1

## INTRODUCTION

### 1.1. General Background of the topic

A few years ago, managerial literature proliferated with articles advising HR professionals and line managers on the management of Generation Z on their new ways of working (Lanier, 2017). The imminent arrival of the Generation Z on the labor market in turn gives rise to an abundance of questions about the characteristics of this generation and its integration into the world of business.

In fact, contemporary organizations witness the existence of a cohabitation of four different generations in its operational development. Baby-boomers (1946-1964), Generation X (1965-1979), Generation Y (1980-1996), and recently Generation Z (born after 1996) also known by Post Millennials and identified as being the actual workforce (Jiří, 2016).

A baby boomer is a person born during the baby boom period, after the Second World War. Boomers are described as hardworking, loyal and dedicated to their jobs. They prefer a profession valued by the company they work for, and a job where hierarchy and experiences dominate. Baby boomers have many life choices, care about family values, are former idealists, have an ambiguous relationship with traditional values, respect authority and hierarchical structure. Indeed, for the baby boom generation, the seniors, it is the professional career which prevails and members of that generation are known to prefer job stability, to have the time to build a solid reputation within the same organization and for long office hours (Wiedmer, 2015).

As for the following generation, Generation X, it refers to persons born between 1965 and 1979. Today, members of that generation are between 42 and 56 years old and find themselves in the most important positions in business (Kolnhofer-Derecskei, Reicher, & Szeghegyi, 2017). Members of this era tended to challenge the idea that the authority of their elders was inherently legitimate, which brought them closer to Generation Y but differentiated them from their ancestors. This generation respects internal rules and hierarchy and shows loyalty to the company. Generation X members are the most engaged in their jobs and are concerned about the business or the company for whom they work. With a sarcastic and egocentric attitude, the X's consider work as a key to fulfillment, seek challenges, and are open to change, need to experiment, develop, and learn (Wiedmer, 2015).

Generation Y brings together individuals born between 1980 and 1996. According to their perceptions, work must rhyme above all with pleasure and fulfillment. Members of that generation claim more responsibilities at work, and underline impatience and rejection of the hierarchy (Williams, Page, Petrosky, & Hernandez, 2010).

Born after 1996, Generation Z members have just entered the corporate world. They are constantly connected and informed by internet, and tend to abandon easily traditional mean of working than their eldest generations. In such, Generation Z members are described as having a lack of concentration due to an overuse of social networks. They constantly aspire to a balance between professional and private life to achieve their full potential (Dolot, 2018).

In sum, all generations are different; however, they seem also complementary to each other. With effective management, everyone can learn from the other and bring the knowledge necessary for the company development (Shatto & Erwin, 2016).



Nowadays, debate on differences between generations is gaining scientific interests due to organizational challenges that Generation Z is creating (Buzzetto-Hollywood & Alade, 2018). That is why some HR practices need to be relooked at. Those are: Recruitment and Selection, HR Development, Compensation and Benefits, and Employee Relations.

Recruitment activities that are part of intergenerational management should start from proper aspirations of the company and its expectations from Generation Z members. When addressing to the youngest, it is worth emphasizing positive relationships in the team, put in place developmental programs, as well as identifying key competences for Generation Z as openness, knowledge of foreign languages or fluency in service modern technologies (Mathur & Hameed, 2016). It has been noticed that the process of recruiting Generation Z employees cannot consist of many stages. Generation Z members are known to be impatient and cannot wait for weeks to get the final decision recruitment selection and results. During that time, they will be looking for other opportunities and might find another job. Youth expect even immediate feedback (Oblinger, 2004).

Under HR Development fall training and development, performance management, career development, and talent management. According to Schroth (2019), Generation Z can perform better once they are close to their superiors' expectations and were given more clear instructions and trainings on the job are applied. Such trainings can develop Generation Z abilities to negotiate and to learn conflict resolution skills. In such, the relationship between Generation Z members and their superiors can be built on trust and mutual agreements that favor a positive and constructive dialogue.

From a career development practice, Arar and Öneren (2018) highlight that: *“a talent management planning supported by top management integrated with a career development system establish a perfect environment for the talent to stay in the organization”* (p. 32). That point of view meets with the one of (Cerdin & Brewster, 2014) for whom talent management is considered as a development integration of high potency employees and career development. Iorgulescu (2016) stresses on the importance of a performance development practice since it helps retaining Generation Z employees for several years. In the same extension, Half (2015) adds that: *“persons in this generation could become loyal to their employer if the organization offers them the opportunity to grow, to experience new things and to achieve leading positions”* (p. 21).

Candra, Winata, and Sanusi (2018) have approached the traditional term of Compensation and Benefits by a contemporary one referred as an HR practice for Generation Z. Following the later statement, seeking for flexible benefits reduces Generation Z level of intention to quit the company. Flexible benefits can be applied and a review of remuneration standards can be considered to meet the needs of Generation Z employees. They also privilege a balance between their social and professional life. Unlike their elders, they do not appreciate long time hours at work even if that depends from a promotion of their salaries. They prefer to move for another corporate culture that appreciate and meet their expectations (Cook, 2019).

As for the employees' relationship practice, Generation Z members ask for a horizontal communication rather than being submitted to an authoritarian and vertical one. In other words, they appreciate participative leading style. They need to collaborate and cooperate with their superiors and to feel as being involved into the decision-making of strategies. They seek also for flexibility in term of hours and work proximity, in addition they prefer a challenging

work and a direct recognition for their accomplished outcomes. Young generation is also known for reaching directly new positions at work following recognized achievements. That is the reason for which they constantly ask for training in order to fulfill their knowledge and their self-achievements (Berkup, 2014).

Despite that importance of the subject for contemporary organization, few are the scientific researchers that have studied how this phenomenon manifests itself in employment relationships and changes behavior and attitudes at work.

### **1.2. Need, Purpose and Aim of the Study, and Research Question**

The literature review analysis lacks elaborating a theoretical framework that reflect the integrations of Generation Z in contemporary organizations and related HR practices that enhance such initiatives. Thus, the added value of the present study will be reflected on two levels: the first theoretical and the second a more practical one where its contribution may provide HR professionals and line managers with tools (HR practices) to help Generation Z better integrate in companies and to ensure later a certain productivity and effectiveness. Human Resources Management practices constitute an important intervention lever and more particularly those related to young generation integration. The definition of such practices is stated as:

Recruitment and selection of employees is approached following two techniques. The first one is related to internal recruitment that favors internal mobility. It consists of filling the position by appointing a person who already works within the company. When possible, this method is often preferred by HRMs because of the advantages it offers. Internal recruiting involves locating and analyzing the files of employees, who should therefore ideally incorporate a

census of workers' qualifications, and a possible identification for a person with the necessary qualifications for the position to be filled (DeVaro & Morita, 2013). The second is related to the external recruitment technique. External recruitment is adopted when the company wishes to hire individuals who do not work in the organization. This method brings several advantages, such as the access to a more diversified network of candidates which one does not always find inside the company (Bayo-Moriones & Ortín-Ángel, 2006). In addition, recruiting from the outside brings new ideas, new techniques, in short, a new sense of creativity in the company. The method may also involve a reduction in training costs, since the selected candidate will already have the qualifications required for the job.

Human Resource Development (HRD) plays a decisive role in the development of people and organizations and, therefore, in maintaining a competent and economically productive workforce (McGoldrick, Stewart, & Watson, 2002). In such, HRD practice consists on configuring the framework for developing employees' personal and professional skills, knowledge, and abilities. For Sheehan, Garavan, and Carbery (2014), it includes such opportunities as: *“employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development”* (p. 8).

Training and development derive from the HRD scope and aim for setting up a career management and skills development plan solution, in order to retain the best talents and follow personal evolution. By strengthening the commitment towards employees, and that through career development goals, the company can improve the performance of its organization (Klein, 2018).

Compensation and benefits practice are items provided to employees beyond wages. These benefits may include: overtime, medical insurance, paid leave, and retirement benefits. Employees' relations suppose breaking with certain premises of contract theory, and in particular those concerning the degree of incompleteness of the employment contract, as individuals' intentions and their uncertainty about their respective behaviors (Zukauskas & Vveinhardt, 2010). According to the same authors, a manager's role is to watch over the sequence of actions that should guarantee positive influence upon an organizational climate.

Going from the literature review advancements, the main research question for the present study will try to understand: **“How do HR practices overcome generational cleavage to better integrate Generation Z into the workplace?”**

The conceptual model of the study is elaborated as follows:

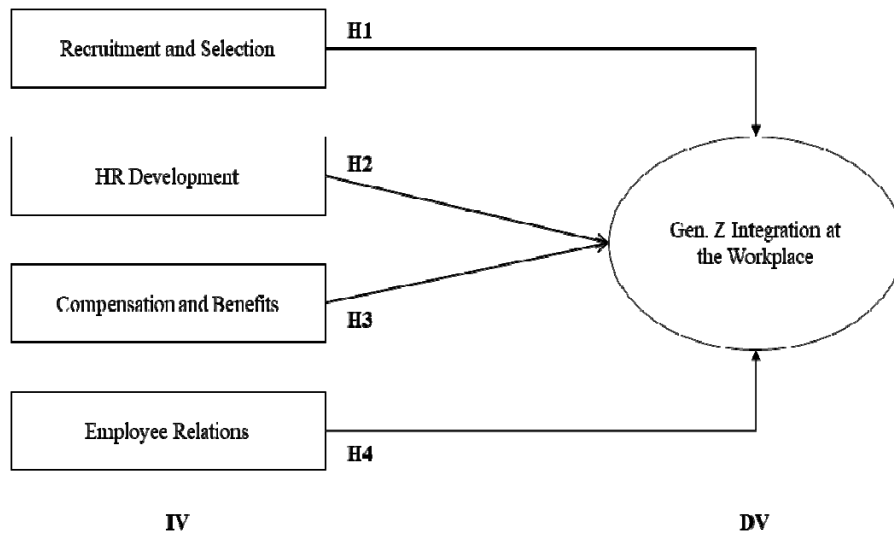


Figure 1: Conceptual model

The conceptual model shows one dependent and four independent variables. Respective research hypotheses illustrate the relationship among latent variables as:

**H1: Recruitment and Selection techniques have a positive impact on Generation Z integration at the workplace.**

**H2: Human Resources Development interventions have a positive impact on Generation Z integration at the workplace.**

**H3: Compensation and Benefits practices have a positive impact on Generation Z integration at the workplace.**

**H4: Employees Relations practices have a positive impact on Generation Z integration at the workplace.**

### **1.3. Design, Methodology and Approach**

The research methodology refers for a quantitative approach as the aim of this research consists on understanding Generation Z integration in the banking sector workplace. By proceeding with that scientific reasoning, the main objective lays on a representative sample of the targeted population in order to reach convincing results. The sampling procedure must allow the constitution of a sub-group covering the characteristics that can influence the value of the parameters that a researcher desires to estimate.

Based on such statement, the collection of data will be gathered through the dissemination of a questionnaire to the “under 25 years old” employees’ segment. In such, the sampling technique refers for a non-random sampling. More precisely, a judgement sampling is selected since it is believed that the chosen population can answer, in a better way, the survey once

selected individuals are compared to others that are working within the same organization. For such reason, the selected sample is purposively chosen since it can bring, from an empirical perspective, plausible answers for the studied subject. Since the research subject deals with Generation Z, according to the ABL (2017), the number of employees working in the Lebanese banking sector for under 25 years old segment, is estimated of 2,150 (c.f. Table 1). The latter represents about 8.3% of the total number of employees working in the Lebanese banking sector.

*Table 1: Distribution of bank employees by gender and age – End of 2017 (%)*

	Under 25 years	25-40 years	40-50 years	50-60 years	Above 60 Years
Male (%)	39.6	49.7	55.2	57.7	69.1
Female (%)	60.4	50.3	44.8	42.3	30.9
Total Number	2,150	13,536	4,696	4,183	1,440

Source: (Association of Banks in Lebanon 2017)

The estimated number of employees in Lebanese Alpha banks, following respective years, is highlighted in table 2. This thesis will focus on two banks, namely Audi bank and BLOM bank. These two banks count a total of 10,605 employees out of which 881 employees are expected to belong to Generation Z.

*Table 2: Number of employees for Alpha Banks*

	Number of employees	Year
Bank Audi	6,248	2019
BLOM Bank	4,357	2019
Bankmed	2,658	2018
Byblos Bank	2,524	2016
Bank of Beirut	2,000	2017
Fransabank	1,712	2016
Banque Libano-Francaise	1,310	2017

Source: author's analysis

#### **1.4. Thesis structure**

The second chapter refers to the literature review and the theoretical framework that contribute in the understanding of the main research question. More precisely, the literature review provides an analysis and a proper reflection of the researcher to seize the dimensions, or the determinants, that can illustrate better theoretical approaches for a better interpretation of the conceptual framework on the one hand, and the interpretation of the empirical results on the other hand.

The third chapter focuses on the research methodology and the research design.

Research methodology refers for a quantitative method that supports positivist epistemology predictions. In the light of a positivist paradigm, the quantitative data will be collected through the dissemination of a questionnaire to Generation Z employees working in the banking sector. In such, the sampling technique refers for a non-random sampling. More precisely, a judgement sampling is selected when it is believed that selected population is based on their knowledge and professional judgment. In other words, once individuals are selected, they are compared to others that are working together but they do not belong for the same generation.

Thus, the sociodemographic criteria will consider employees' age ranging between 22 and 25. Judgement non-probability sampling will be applied to select as many cases as possible from an estimated target population of 881 employees working at Audi bank and BLOM bank and belonging to Generation Z.

After the analysis of the literature review, items that figure into the questionnaire will be reflected through statements to which survey's respondents will answer to (Likert scale measurement, 1 to 5). In other words, such items are the construct, latent variables, that



illustrates both the dependent and the independent variables. Collected data will be treated under SPSS and Amos software.

The fourth chapter deals with the results and their interpretation. A conclusion will highlight the main results, the limitations, and perspectives of the research as well as the implications of the study and its recommendations.

## **CHAPTER 2**

### **REVIEW OF LITERATURE**

#### **2.1. Introduction**

A few years ago, the managerial literature proliferated with articles advising HRDs and managers of Generation Z, on new working methods and practices. The imminent arrival of the Generation Z on the job market raises an abundance of questions about the characteristics of this generation and its integration into the corporate world.

Although professional values and attitudes vary from generation to generation, all employees want to find a job where they are completely satisfied. Employees attach as much importance to stimulating projects, competitive remuneration and the possibility of participating in continuing education measures as they do to fair treatment and an adequate work-life balance (Cseh-Papp, 2018).

Managers should therefore not only focus on existing generational differences, but also work with their commonalities in a way to ensure professionalism at work, integrity, skills and all parameters which attest to the quality of the delivered service on behalf of the overall performance of a company (Arar & Öneren, 2018).

First, it will be a question of presenting a literature review on the studied subject to become familiar with previous arguments and findings that are carried out in this scope of research. In a second place, a presentation of the conceptual model will follow aiming to schematize the research hypotheses while presenting the conceptual model of the study to be tested on the selected sample.

## 2.2. An intergenerational typology in light of different values and behaviors

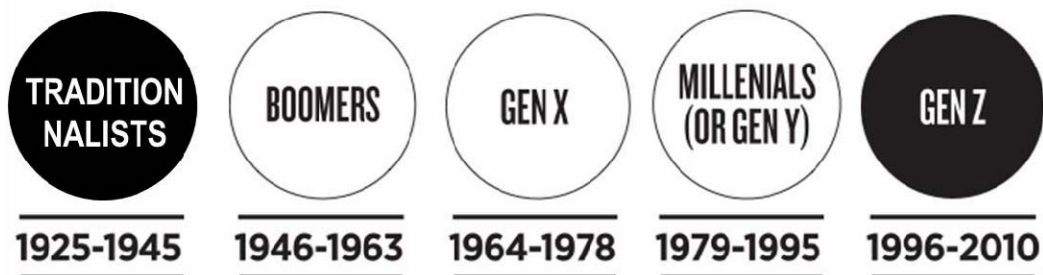
Nowadays, contemporary organizations are populated by four distinct generations, each with their own set of values, views about authority, jobs responsibilities and configurations, communication style, and expectations about leadership and the working environment. It has therefore become essential for employers to identify the characteristics and differences of each generation in order to manage, increase, and retain workers in a multi-generational context (Berkup, 2014).

The Mannheim Generation Theory (1970) remains the main theoretical source on the concept. Mannheim (1928) defines a generation from a perspective of four levels. First, the author describes a “*potential generation*” as a biological-based generation; it is about all the people born at the same time and who do not necessarily form a generation from a sociological point of view. That “*potential generation*” then actualizes into an “*effective generation*”. Actual generations are, then, marked by contrasting worldviews, which are symbolized by what he calls “*generational units*”. Generation units discuss, deal with the same problem, but give different solutions due to different ideologies and interpretations. These generational units are expressed within the framework of “*concrete groups*”: such are the four levels of a generation definition.

The relationship that the author establishes between the theory of social change and the concept of generation is made through what he underlines as a “*new access to culture*”. According to Mannheim (1928), the “*new access to culture*” comes mainly from the youngest generations. In such perspective, Mannheim (1928) is the first to have given new generations a primordial

importance. Young people acquire political strength in the process of generational renewal, due to their contact with the underlined change.

Employees, from new generations as Generation Y, Z, and alpha, are more receptive to social and technological changes give it a certain impact. In such vein, young people seize the potential for change and make an effective revolution. Going from the advancement of that theory, it is clear that generations are in fact interpreted from a historical scope and from the observation of historical changes. The literature review sheds the light on five different generations as seen in the below figure.



*Figure 2: Generations age frame*

### **2.2.1. The Traditionalists**

Traditionalists were born before 1945, Baby Boomers were born between 1946 and 1963, Generation X were born between 1964 and 1978, and those in Generation Y were born between 1979 and 1995. Traditionalists are the first-born generation in the actual work force. Traditionalists' members are aged 76 and over. This is a generation born too late to stand out in World War II. Seniors in this group have seen more change than any other generation. Zemke, Raines, and Filipczak (2000) mention that Traditionalists core values are sacrifice,

hard work, conformity, law and order, respect for authority, patience, delayed rewards, duty before pleasure, adherence to the rules and honor. They are also individuals who grew up in an agricultural and manufacturing economy. Lancaster and Stillman (2002) add that members of such generation are loyal, reliable, and perceive their career as a long-term experience.

Zemke, Raines, and Filipeczak (2000) argue that Traditionalists are authoritarian and directive managers. They believe they value discipline rather than flexibility, which they consider essential for effective leadership. The same authors have mentioned also that although this generation implicitly understands the importance of teamwork, the interaction within generations at work would not be inspired by values such as equality or democracy.

Lancaster and Stillman (2002) note that this generation would often be frustrated and offended by what they see as an informal approach to work and a lack of clear guidelines perceived by young generation of employees. Traditionalists would also see the desire for equity sought by younger generations as a lack of respect for the work they are executing and which will lead them to seek other opportunities. As such, Traditionalists are characterized for the rational logic of their values and which would have a great influence on their style of decision-making, communication and management.

### **2.2.2. The Baby Boomers' generation**

Baby Boomers are considered the workaholics of the postwar period. This term refers to the wave of births that took place immediately after World War II, marked by prosperity and economic growth. Baby Boomers are the most representative generation of the current workforce and most of them are near retirement age. For members of that generation, work is not a mean of fulfillment, but rather a duty, which was however viewed positively.

Having entered the labor market with exceptional job opportunities, Baby Boomers are seen as valuable collaborators for companies. Indeed, from the post-war years of 1945, they have worked with the expectation of a good compensation based on their efforts to meet the needs of their national economy evolution. From an economic point of view, they have known the genesis of the consumer society. Baby Boomers are the largest generation to have grown up during great economic prosperity. Their core values are said to be optimism, team spirit, personal gratification, health and well-being, personal growth, youth, work and participation (Zemke, Raines, & Filipczak, 2000).

Overall, Baby Boomers are a highly educated generation, and work ethics are very important to them. Many are considered workaholics (Lancaster & Stillman, 2002) given that work is at the center of their life. In other words, the same authors stated that Baby Boomers have reportedly focused on building successful careers in order to bring together as many impressive personal accomplishments as possible and “rise” to more interesting positions in the company. It is for this reason that Baby Boomers find that changing jobs frequently is not the optimal strategy for a career. They prefer to build a solid reputation within the same company before considering a change of organization.

Lancaster and Stillman (2002) have reported that a large number of Baby Boomers did not compete for a job at that time. However, faced with so much effort to work hard and be successful, Baby Boomers have found it more difficult than younger generations to find a balance between work and family. According to Harvey and Allard (2005), Baby Boomers are also characterized by a lack of budgetary rigor, the avoidance of conflicts in the framework of their professional relations, a lack of flexibility regarding standard work rules, and a tendency to accord much importance to their feedbacks. Zemke, Raines, and Filipczak (2000) also argue

that as managers, Baby Boomers say they advocate a participatory and democratic workplace, while their actions often reveal an autocratic style. Today, most of them are retired. Their strong values of belonging will be instilled in the education of their children, who mostly belong to Generation X.

### **2.2.3. Generation X**

Faced with a shortage of jobs in certain sectors, Generation X are in a period of social transition marked by strong economic events (stock market and oil cracks in 1973) and the rise of the media. Professionally, unlike Generation Y who are very loyal to their employers, Generation X have many needs. Members need to learn, to develop and to have practical experience. The goals are therefore very different since Generation X consider that work is a key to their development. Many authors note that the independence and autonomy, which Generation X demonstrate in life, is reflected directly into their working environment. Their autonomy is manifested by a need for independence in solving problems and in controlling time and activities at work. Their independence is manifested by a strong entrepreneurial spirit (Andresen & Lehmann, 2017).

In line with their strong values of independence and autonomy, Generation X show very little loyalty to their organizations and their managers (Harvey & Allard, 2005). Indeed, the literature suggests that Generation X are very interested in a continuous improvement of their skills. Generation X employees are rewarded for their long working hours and for their presence no matter how efficient the work is. In order keep their employment options constantly open, they look for developmental opportunities wherever they can acquire them.

Generation X is a generation that has had to face limited employment opportunities and has therefore learned to improve its employability through activities that can promote future opportunities for being hired elsewhere. So, by accepting a job, Generation X is more interested in how that job helps them find their next one, rather than how the job might lead to their advancement within the same organization. In sum, Generation X have different work habits, behaviors, and attitudes and seek both pleasure and meaning in their work (Bogdanowicz & Bailey, 2002). Indeed, Generation X, who are managing different other generations such as Generation Y and Z, are concerned about maintaining their personal identity and professional life. While getting involved into such convictions, members of Generation X are prone to having more stressed behaviors at work (Berkup, 2014).

#### **2.2.4. Generation Y**

Growing up in digitalized societies, Generation Y were accompanied by new information and communication technologies. This generation seeks motivation in the pursuit of goals and innovation. Generation Y members are confident, outgoing, and reluctant in the face of authority. Given their openness to the world, they are in search of personal development and a good quality of life. In general, work-life balance is very important to them. In fact, Generation Y members consider this balance to be a key issue even before entering the labor market and make their strategic career and work decisions with this balance as the main condition. Moreover, Generation Y aim at being independent and autonomous (Hewlett, Sherbin, & Sumberg, 2009). However, according to Harvey and Allard (2005), their weakest point is related to their need for supervision and structure. In addition, their lack of maturity tends to influence the management of their interpersonal problems. For this reason, Generation Y members value communication and ease in working with their elders. They have the need to



share their ideas and to collaborate, and this promotes relations of equality rather than hierarchy. Ultimately, for them, the hierarchy will turn out to be a serious obstacle to creativity, motivation, commitment as well as for a personal fulfillment through work. In this sense, they also seek to develop ideas and to openly express their opinions. Finally, they seek an environment where they can continuously enrich their knowledge and are always ready to take on new challenges (Jiří, 2016).

### **2.2.5. Generation Z**

Born in 1995-1996, Generation Z grew up in an unbalanced context, marked by global economic recession, financial crises, while evolving with new technologies and social media. Thus, they are cautious and autonomous with a strong desire to be self-sufficient. The economic and social contexts make Generation Z reserved and anxious, but also more ambitious than other generations (Iorgulescu, 2016). This need for independence and this desire for entrepreneurship are combined with a desire to balance between social and professional life. It is a desire that existed less in previous generations such as baby boomers or more recently Generation Y. These generations were looking for a job that would allow them to develop professionally and have an upward career and a good financial situation. Generation Z expect to be able to evolve, thrive and understand why they tend to invest in a professional life when they enter the workforce (Dolot, 2018).

However, the digital context in which Generation Z have evolved has had an impact on their consumption but especially on their ways of functioning and working (Radulescu, Ghinea, & Cantaragiu, 2018). Going from such intergenerational typology for respective generations, it is understandable to look forward for differences in term of values and perceptions towards the corporate working atmosphere.

In such, HR managers should estimate the impact of such differences on the overall performance of an organization. Such behaviors, which relate to distinct dimensions, contribute to the improvement of employees' productivity and the organization, to the use of resources improvement, to coordination improvement among employees into group activities, to organizational performance stability, to an organization's ability improvement for attracting and retaining the best employees and finally for organization's adaptation improvement to environmental changes (Vasilyeva, Dovzhik, & Musatova, 2020). Their common interest is to achieve immediate personal development. The main criteria of Generation Z for valuing any job is related to an economic criterion, which results in the fact of earning money for a living and the second criterion which is related to personal development (Zukauskas & Vveinhardt, 2010).

### **2.3. Challenges and intergenerational issues**

Indeed, according to Zemke, Raines, and Filipczak (2000), differences between each generational cohort<sup>1</sup> are often the causes of conflicts and tensions that work against the best interests of organizations. In the meantime, most of executives strive for an organizational performance at all costs. In fact, when employees are divided by different goals, different values and a different work ethical conduct; such behaviors can become detrimental to the viability of an organization.

Organizational theorists suggest that the key to this generational gap lies in gaining an understanding and awareness of the changing values and ethics that are currently taking place

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<sup>1</sup> In terms of communication, learning style, aspirations, work ethic, values work-related or preferably lifestyle-related.

in society to better understand their influence on organizational behavior (Radulescu, Ghinea, & Cantaragiu, 2018). In such perspective, the literature mainly recognizes that the interpretation of employees' perceptions towards the working environment and the career development is reflected through existing HR practices. In other words, the implementation of HR practices manifests the intentions of an employee to join or not a company (Lanier, 2017).

Generation Z employees will discover, during their recruitment and integration, the HR practices that will influence their career path: tests, evaluation systems, performance objectives, career management systems, remuneration system, etc. and allow the appropriation of career interpretations, that is, of possible ideologies associated with their expectations. Thus, HR practices can develop a sense of support which reveals a certain appreciation and recognition for employees' contributions (Lanier, 2017).

#### **2.4. Hypotheses development and conceptual model**

The study of values<sup>2</sup> has recently become of concern to contemporary behavioral scientists, which recognize the concept as a useful concept for understanding human motivation and behavior of new generations at work (Mabaso, 2017). Many researchers believe that organizational citizenship behaviors can have a positive impact on organizational success by improving employees' productivity, use of resources, coordination of employees in group activities, organizational performance, and adaptation to environmental changes as well as the organization's ability to attract and retain the best employees (Podsakoff, MacKenzie, Paine,

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<sup>2</sup> The values have been defined in many and varied ways: needs, personality traits, motivations, attitudes, beliefs, preferences, interests, perspectives, opinions and goals.

& Bachrach, 2000). The literature review has illustrated four HR practices that enhance a better integration for Generation Z into the workplace.

#### **2.4.1. The positive impact of recruitment and selection on Generation Z integration at the workplace**

Generation Z see the start of their careers as an experience to build skills and thus be able to flourish in a professional environment. From now on, companies must cope with the expectations of that new generation which is entering the labor market by first adapting their recruitment practices. Indeed, these young people represent the future of the business world and workforce of tomorrow, and therefore impose their own labor codes. Thus, contemporary organization must integrate young people into this economic circuit while having the interest of attracting new talents within their structure (Sushant & Kondiram, 2019).

In order to meet the needs of existing careers, the future recruitment of new generations requires knowing Generation Z and interpreting their expectations as well as their operational habits. Recruitment activities, that are part of intergenerational management, should start from proper aspirations of the company and its expectations from Generation Z members (Sushant & Kondiram, 2019). Recruitment is a fundamental and essential step for each company or institution. That strategic activity consists on a set of actions to find the corresponding candidate for the needs of an organization; and to meet the requirements of the vacant job position. As far as, Generation Z identify during the interview process elements that answer their proper aspirations towards the working place atmosphere, as far as such elements could, possibly, convince them to join the said company (Gaidhani, Arora, & Sharma, 2019). It has been noticed that the process of recruiting Generation Z employees cannot consist of many

stages. Youth expect even immediate feedback (Oblinger, 2004). In such, they will be seeking for other opportunities and will not depend only from one's company decision.

However, complementary HR practices are established to improve the human capital of an organization. In such, Generation Z employees want to work in a positive and flexible working climate where it will be possible to find opportunities to learn and grow within the company, but they want to do so to a much greater extent than that of the previous generation (Ratajczak, 2018). In order to recruit employees of such generation, companies must therefore offer candidates' solutions for well-being at work, to promote collaboration and encourage Generation Z members to seek self-fulfillment needs. In this context, it will be essential to consider Generation Z expectations by promoting workplace integration and to personalize a support for members of that generation in order to enhance their commitment at work (Berkup, 2014).

Generation X have evolved in a networked world where everything has to move fast and constantly. The same goes for their relationship regarding work. These collaborators tend to get bored quickly and want to try new experiences. They think over a short-term perspective motivation; and seek for a permanent satisfaction over the short term (Ozkan & Solmaz, 2015). The difficulty for recruiters here will lie in their ability to retain these volatile individuals. The jobs of tomorrow will have to exclude as much as possible routine tasks by promoting innovation to meet this insatiable need for learning. To retain talents, employers will have to promote skills development, employee mobility and internal career development (Arar & Öneren, 2018).

Going from the literature review advancement, the following research hypothesis is stated as follows:

**H1: Recruitment and Selection techniques have a positive impact on Generation Z integration at the workplace.**

#### **2.4.2. The positive impact of Human Resources Development on Generation Z integration at the workplace**

HR development is increasingly seen as the source of a true competitive advantage by organizations. Indeed, it is important for companies to manage effectively Generation Z outcomes since it largely determines the performance of their business (Arar & Öneren, 2018). However, with more individualistic expectations of Generation Y and the arrival of Generation Z, Human Resources will have to play the conductors to reconcile everyone's expectations and ensure alignment between all stakeholders. Young generations are known for reaching directly new positions at work following recognized achievements. That is the reason for which they constantly ask for training in order to fulfill their knowledge and their self-achievements (Berkup, 2014). When addressing to the youngest generations, it is worth emphasizing positive relationships in the team, developmental programs, as well as identification of key competences for Generation Z as openness, knowledge of foreign languages or fluency in service modern technologies (Mathur & Hameed, 2016).

Trainings are presented as a mean of adjustment, as long as they are considered as a set of planned learning activities, aimed at the acquisition of knowledge, skills, and attitudes suitable

to facilitate the adaptation of individuals and groups to their environment and at the same time achieving organizational goals. They aim to improve the skills of employees; correct shortcomings encountered at work and meet specific criteria related to job descriptions and required skills (Arar & Öneren, 2018). The same authors added that skills development is strategic for companies and organizations that are looking to capitalize on their internal knowledge and optimize their overall performance. By investing in Generation Z skills development, in part through its training plan, the company increases its efficiency and the motivation of its employees.

According to Schroth (2019), Generation Z can perform better once they are close to their superiors' expectations and were given more clear instructions. Trainings on the job have also a positive impact when applied. Such trainings can develop Generation Z abilities to negotiate and learn conflict resolution skills. As such, the relationship between Generation Z members and their superiors can be built on trust and mutual agreements that favor a positive and constructive dialogue.

Career management is one of the key missions of the human resources function. It includes tracking the past, present and future of an employee's assignments within an organization's structure. The evolution of Generation Z within the hierarchy is expressed in decisions about promotion, monitoring and career development. Managing members of Generation Z involves also an appraisal system to detect potential and guide personalized forward planning of employment. It appears as a compromise between the organization needs and the wishes expressed by the members of its staff (Iorgulescu, 2016).

Career development practice is defined as a policy for developing the company's Human Capital in order to optimize its efficiency. In fact, it results in the implementation of a follow-up of the professional career of employees to improve their skills and retain them in the company. From a career development practice, Arar and Öneren (2018) highlight that, "*a talent management planning supported by top management integrated with a career development system establish a perfect environment for the talent to stay in the organization*" (p. 32). This point of view meets with the one of Cerdin and Brewster (2014) for whom talent management is considered as a development integration of high potency employees and career development.

The performance management practice is a process that allows managers and employees to work together to plan, monitor, and review employees' work objectives and their overall contribution to the organization. A well-executed employee performance management process also identifies promising elements within an organization, clarify training needs, define succession plans and help make objective decisions about compensation and benefits. In addition, Iorgulescu (2016) stresses on the importance of a performance development practice since it helps retaining Generation Z employees for several years. In the same line of thought, Half (2015) has added that: "*persons in this generation could become loyal to their employer if the organization offers them the opportunity to grow, to experience new things and to achieve leading positions*" (p. 21).

Going from the literature review advancement, the following research hypothesis can be proposed:



**H2: Human Resources Development interventions have a positive impact on Generation Z integration at the workplace.**

**2.4.3. The positive impact of compensation and benefits on Generation Z integration at the workplace**

Most of motivation theories assume that job motivation and employee performance should be higher when recognitions are contingent on job performance. To date, some studies have analyzed the effectiveness of compensation practices but few of them have focused on the factors influencing their effectiveness on Generation Z employees. The aim of this subsection consists on illustrating the main concerns for Generation Z employees.

Compensation and benefits constitute part of the recognition in relation with direct wages, in the form of allowances and other services granted to employees. Such allowances are part of employees working conditions and are generally described in individual employment contracts or collective agreements. To attract Generation Z, companies should succeed in making them see the job as a passion and a chance to fulfill their desires (Acheampong, 2020). In addition, the same author added that Generation Z is concerned about its economic prospects. They are conscientious of going into debt for education. Very conscious financially, compensation and benefits offered are the key drivers for Generation Z.

Candra, Winata, and Sanusi (2018) approach traditional term of compensation and benefits by a contemporary one referred as an HR practice for Generation Z. Following the later statement, seeking for flexible benefits reduces Generation Z level of intention to quit the company. Flexible benefits review also remuneration modalities to meet Generation Z needs. Members of Generation Z also privilege a balance between their social and professional life. Unlike their

elders, Generation Z are reluctant to spend long time hours at work. They prefer to move for another corporate culture that appreciate and meet their expectations (Cook, 2019).

With regard to the characteristics of the recognition granted, determinants have been identified as influencing the effectiveness of compensation practices. Such recognition must be personalized to meet Generation Z needs and to be proportional with respective achievements (Mathur & Hameed, 2016).

Going from the literature review advancement, the following research hypothesis is stated as follows:

**H3: Compensation and Benefits practices have a positive impact on Generation Z integration at the workplace.**

#### **2.4.4. The positive impact of employee's relationships on Generation Z integration at the workplace**

Generation Z are characterized by several values related to caring for others and sustainable development. Individually, everyone wants to give meaning to their action (Iorgulescu, 2016). Blau's Theory of Social Exchanges (1964) brings explanations of the processes by which HR practices develop the feeling of support which, subsequently, generates the involvement of employees. In the light of that theory, an individual is expected to act positively in respect of favorable received. More specifically, in the organizational context, employees, in return for favorable received behavior, develop a sense of moral obligation towards their organization which they are willing to give back. In other words, social exchanges explain Generation Z involvement by opposing transactional relationships where employees expect to deliver an

effort in exchange for tangible reward. Several authors assume that organizational support plays a mediating role in the relationships between HR practices, including that of skills development and involvement (Sakdiyakorn, Golubovskaya, & Solnet, 2021).

Generation Z want an opportunity to trust, and the ability to produce great ideas and great results as a team. Employee Relations practice refers to the communication between management and employees concerning workplace decisions, grievances, conflicts or problem resolutions. Generation Z members ask for a horizontal communication rather than being submitted to an authoritarian and vertical one (Klein, 2018).

Thus, employee enhancement will go through this opening of dialogue, the sharing of ideas and a real possibility of integrating them into the company. Generation Z are creative and must feel that they are part of the success of the organization. In this spirit of dialogue, Generation Z value the mentoring approach. In other words, they appreciate the participative leading style. Thus, different generations at work have different expectations in relation to their professional activities. Salahuddin (2010) shows that Human Resources Management (HRM) is efficient when it develops adapted policies and practices that are aligned with employees' expectations.

In fact, Generation Z need to collaborate and cooperate with their superiors and to feel as being involved into the decision-making of strategies. They seek also flexibility in terms of hours and work proximity; in addition, they prefer a challenging work and a direct recognition for their accomplished outcomes. Participative management refers, according to Cilliers (2017), to employees' participation in the decision-making process at different hierarchical levels, therefore there is a broadening of the power of influence, and an assumption of practicing delegation. Participative management has an impact on the internal environment and generates

enthusiasm and positivity among Generation Z members. In addition, it improves the communication channels within the organization. Adapting this management style creates a better understanding of company's objectives which prevents conflicts and ensure better problem solving (Mohr, 2017). Following the same author's advancements, adopting a participative management would be reflected positively in knowledge and experience transfer within the Generation Z.

Despite that importance of the subject for contemporary organization, few are the scientific researchers that have studied how this phenomenon manifests itself in employment relationships and changes behavior and attitudes at work. Going from the literature review advancement, the following research hypothesis can be put forward:

**H4: ER practices have a positive impact on Generation Z integration at the workplace**

#### **2.4.5. Generation Z integration at the workplace**

Members of Generation Z want to learn and experiment and grow in fast pace. They are self-confident, ambitious and want to succeed. They seek a form of proximity and direct relationships and value encouragement and appreciation. From their point of view, work is not only a mean of earning money; it is above all, the basis of their personal development. They do not hide their strong need for recognition, the need they have to deepen relational bonds at work, as well as their great need to find meaning in the activity they are executing (Acheampong, 2020).

The concept of integration refers to the concept of organizational socialization, that is, the way in which companies promote employee's socialization. According to Chillakuri (2020), organizational socialization can be defined as the process of learning the “*content*” of a job, and training, whereby an individual is taught about what is important in an organization and in its subunits. In a more general sense, it is also the process by which an individual acquires necessary social knowledge and skills to take occupy a role in an organization. The same author then considers the integration stage as part of the process of organizational socialization. In this, organizational socialization is a dual process, of transmission and acquisition, between experienced members of the organization and new recruits.

Generation Z integration into contemporary companies represents a double challenge, for companies and for future employees. In fact, it can be detrimental to neglect the on-going phases after the selection of the candidate. Indeed, during recruitment, integration is part of the process. Communication is the key success factor in setting up and applying the onboarding path. For this, it is necessary to deploy tools that will come to the aid of managers in order to support them when they integrate a new recruit to their team. In addition, beyond minimizing the costs associated with recruitment failures, integration also helps prevent turnover. An integration strategy implementation has a significant impact on the future collaboration between the company and the new employee. Indeed, integration represents an important aspect for Generation Z who accept to work for companies that are aligned with their values, culture and meet their expectations (Knapp, Weber, & Moellenkamp, 2017). Moreover, the same authors believe that the integration process will allow Generation Z find their place in the company and get familiar with the new corporate environment. Thus, the quality of the integration will impact the duration of employment, the employee's commitment, his adhesion

and his mobilization for his upcoming missions. Integration, therefore, represents challenges in the processes applied and onboarding system implemented.

## **2.5. Conclusion**

We conclude from the above literature review that the existing generations Boomers, Generation X, Generation Y and Generation Z differ from one another in terms of values, attitudes, perceptions and expectations. Baby boomers, Generation X and Generation Y have some characteristics in common. They are loyal to the companies they work for and are willing to work hard in order to build their careers within the same company. Moreover, they are willing to spend long working hours at work unlike Generation Z where members of this generation have as key aspect work-life balance. They tend to search for companies who can offer them flexible working hours and rapid career development since members of this generation need to see opportunities for training and development, career advancement within the organization while ensuring work-life balance and participative management style.

However, there are a lot of challenges in meeting Generation Z expectations and integrating them into the workplace while ensuring their retention within the organization. In fact, several researchers and authors studied the characteristics of Generation Z in comparison with eldest generations yet few studies were conducted to study the HR practices in relation to Generation Z.

This literature review has shown gaps once it comes to understand the effects of HR practices on Generation Z integration into the workplace. It helped establishing the research hypotheses and identify the main variables that affect the integration of Generation Z into the workplace. Conducting this research is an opportunity to add more information regarding the different HR

Practices such as Recruitment and Selection, HR Development, Compensation and Benefits and Employees Relations and how they can be adapted in order to meet Generation Z expectations and integrate them into the workplace, since members of this generation are future leaders of companies and organizations need to better understand their characteristics and needs and adjust their practices to ensure business continuity.

Based on the literature review, and all information gathered from different articles and studies related to Generation Z, we are aiming to benefit from the data and study how do HR practices overcome generational cleavage to better integrate Generation Z into the workplace which will aid us in setting the framework of this study by gathering data from members belonging to Generation Z working at Audi and BLOM Bank to examine our hypotheses and support our findings from the content of this chapter while contributing in improving the information we found in the literature review such as shedding the light on the areas related to Human Resources that need to be developed and enhanced to better integrate this new generation into the workplace and ensure continuity by hiring, developing and retaining young talents; this young generation brings into the business world new behaviors that creates the need to review the HR practices in organizations.

In the next chapter, we will explain the research methodology that will adopted in order to conduct this study identifying the framework and tools to be utilized to test our hypotheses and their alignment with the literature review.

# **CHAPTER 3**

## **PROCEDURES AND METHODOLOGY**

### **3.1. Introduction**

The objective of this chapter is to present the methodological choices that have been made in order to provide answers to the questions presented in the previous chapter. It is indeed fundamental to ensure that the methodology adopted is capable of providing reliable and valid information. It will be a question here of explaining the research strategy in order to present the different stages and processes related to the chosen method. To be more elaborative, three stages are illustrated throughout this chapter.

The first one is that of the epistemological positioning of the research. Indeed, as a construction of scientific knowledge, a thesis must be associated with an epistemological paradigm. More precisely, the choice for a positivist paradigm associated with quantitative data collection will be explained.

The second phase relates to conducting a survey as a research method, and the implications for the thesis outcomes. Finally, the third phase concerns the choices relating to the statistical treatment of the quantitative data and the method of data analysis.

### **3.2. Epistemological paradigm and research philosophy**

Positivism strongly marked most areas of the 19<sup>th</sup> century Western thought, mainly in the natural sciences (chemistry, physics, biology, etc.). It starts from the principle that scientific knowledge can only flow from reasoning. The scientific path starts from the abstract, ideas,



concepts (the “*general*”) and goes, through deductive reasoning, towards concrete conclusions (the “*particular*”). Consequently, knowledge cannot be built in abstraction alone and requires going through “*sensitive and singular experiences*” (Henderson, 2011). From the experience of a large number of cases, it becomes possible to test a hypothesis.

Many authors, such as Miller (1972) as well as Wicks and Freeman (1998), question the relevance of the positivist approach for the social sciences. According to a positivist approach, the laws exist even if they are not all discovered. This deterministic vision is thus inclined towards the search for explanations, and for the causes and the relations between the laws. Thus, the object of the research concerns an interrogation of the facts in order to discover the underlying structure between them. The question that arises about management is: What can be considered in management as a matter of science? Different works have attempted to answer this question and have established epistemological and methodological bases for management sciences.

The challenge of adopting an epistemological posture in management is to assert the scientific identity of management sciences and also the epistemological identity of management knowledge. This affirmation makes it possible to orient and to guide researchers with principles, regulatory paradigms of research activity, problematic and methodological benchmarks in the conduct of the research process, and this in order to give their approaches more consistency (Aram & Salipant, 2003).

If, in the natural sciences, the positivist paradigm can adequately answer the methodological and epistemological questions of researchers; in the human and social sciences this assumption is not completely true. For certain disciplines of management sciences, such as finance, the

positivist paradigm seems adequate. Otherwise, such paradigm can be plausible for ensuring a research philosophy when the research topic has been approached statistically through previous research studies and where the literature review can help deducing research hypothesis (Wicks & Freeman, 1998). On the other hand, since the subject has been explored at the level of HR practices, it is understandable to rely on a literature review to come up with the research hypotheses and to test them on the sample of the study.

This subject has been explored in previous scientific research studies. However, if the theoretical framework has been identified from previous scientific articles, the originality of the present study remains dependent from the conceptual model testing on Generation Z integration into the workplace. In such, a positivist paradigm fits within the scope of the research philosophy since it aims for testing research hypotheses validity and to make an analysis of statistical data treatment that are based on respondents' perceptions towards the main research statement.

### **3.3. Research approach**

In order to justify the choice of the quantitative approach, it is important to differentiate it from the qualitative one. The aim of the qualitative study is therefore to discover, explore and understand a behavior, and needs to be approached without bias. The quantitative study will seek to measure with the aim of validating, prioritizing or even choosing. This therefore requires having ideas already identified to build an effective questionnaire. The distinction between the two quantitative and qualitative methods results fundamentally from the influence of interpretation and subjective perception, which in turn is reflected in the research methods employed in carrying out the study (Yousefi Nooraie, Sale, Marin, & Ross, 2020).

Bryman (2017) describes qualitative research as being supported by a natural model of science. As for a quantitative research, it takes a deductive approach, which allows hypotheses to be tested in order to build a knowledge base in the scope of interests. Quantitative methods can be viewed as an observation process with a collection of data that ends up in a survey method.

The validity of a quantitative research approach is judged to be obtained through common structured approach logic (Popper, 1959). Concepts are examined and tested by stating variables that are observable, tangible, and clearly defined. The causality test between the variables is carried out through control indicators which allow the procedures to be broken down. Thus, the results of the research are evaluated in terms of the validity of the research process. The ability to replicate and therefore verify quantitative research is viewed as a critical indicator of research validity (Popper, 1959).

### **3.4. Deductive approach as a scientific reasoning**

In management science, the research carried out is distinguished by its mode of reasoning. Two different forms of mode of reasoning are identified. The first based on a theoretical construction or test of hypotheses that is related to a deductive reasoning. The second one is based on inductive reasoning via exploratory or researcher action studies in the case of action research. In social sciences, a deductive approach is necessarily confronted with the field: it can never be limited to purely conceptual data (Yousefi Nooraie et al., 2020).

The deductive reasoning can be broken down into four main stages:

- 1) Determine the concepts likely to answer the research question;
- 2) observe whether the hypotheses reflect accurately the reality;
- 3) determine new hypotheses, models or theories;
- 4)

put them to assessment by a test, to accept or refute them. The deductive reasoning is reflected in the following figure (Aliyu et al., 2015).

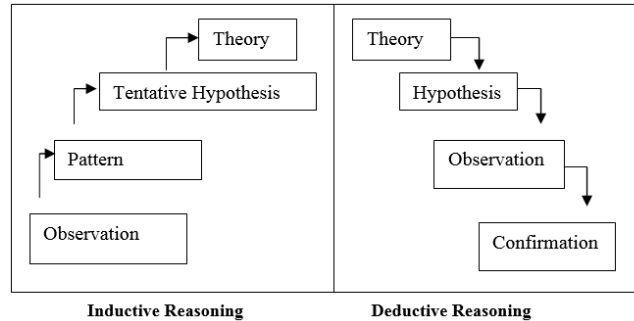


Figure 3: Inductive and deductive reasoning

Source: Aliyu et al. (2015)

Deduction logic consists of drawing a consequence from a general law and an empirical observation. More precisely, the determination of the empirical laws, for a studied research statement, much precedes their explanation by the deductive method; and the verification of the deduction usually consists in comparing its results with the previously observed empirical laws. In other words, the main questions, to explain the content of a research statement, are very often related to a deductive logic carried out by a quantitative approach. That logic reasoning sums for testing previously formulated hypotheses about their causal relationships between the so-called independent and dependent variables (Aliyu et al., 2015).

### 3.5. Research context and hypotheses

Based on theoretical reflection and founded on prior knowledge regarding the studied research statement, the hypothesis is a presumption of behavior or relationship between objects studied. The research hypothesis must have a certain number of properties (construct): it must have an observable form and not be based on prejudices. In relation to the research hypotheses of the

present study, the relationships between the independent and dependent variable illustrates HR practices that aim for integrating Generation Z into the workplace.

The research context is reflected by the will and conviction of “old generations” of employees to shape HR practices that enhance “new generations” integration at the workplace. With these new generations, the emergence of passion, the focus on knowledge and skills development, and on adapting a participative management style require a strong change in the culture and practices. In line with such challenges and issues, the four research hypotheses of the study are stated as:

**H1: Recruitment and Selection techniques have a positive impact on Generation Z integration at the workplace.**

**H2: Human Resources Development interventions have a positive impact on Generation Z integration at the workplace.**

**H3: Compensation and Benefits practices have a positive impact on Generation Z integration at the workplace.**

**H4: Employees Relations practices have a positive impact on Generation Z integration at the workplace**

### **3.6. Dependent and independent variables definition**

The aim of this study is to clearly identify the expectations and needs of Generation Z in order to better manage issues related to attracting, motivating, retaining, and integrating this new generation in the workplace. This research will create awareness about this subject and then lead to the development of recommendations and adaptation strategies for employers to

enhance their practices. In other words, understanding new recruits' characteristics and expectations can serve to adjust applied practices to better tackle the needs of this new Generation. The following tables describe the latent variables that are associated with each dependent and independent variables of the conceptual model to be tested on the selected sample of the study.

*Table 3: « Recruitment and Selection techniques » variable*

<p>1- During the recruitment process, organizational practices, which were emphasized on by the HR manager, cope with my expectations toward my future job.</p> <p>2- The recruitment process length was satisfactory</p> <p>3- During the recruitment process, I felt confident when the HR manager stressed on the importance of my role at the bank.</p> <p>4- Once recruited, HR practices were perceived clearly as they were stated during the interview selection.</p> <p>5- The recruitment and the selection steps were very assertive as my profile fits within the required qualifications and provide a certainty over my future employment.</p> <p>6- After being selected, expectations on workplace environment perceived during the recruitment process are met.</p>	<p>Items 1 to 6 reflect the determinants of the recruitment and selection process. In such regard, it is important to consider Gen Z employees perceptions accordingly before and after being recruited.</p>
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*Table 4: « HR Development interventions » variable*

<p>7- Opportunities for career advancement exist at my bank.</p> <p>8- My bank organizes annual assessment for defining upcoming responsibilities and future promotion if any.</p> <p>9- My bank offers trainings for helping me in developing my competencies and to reach, efficiently, my objectives.</p> <p>10- I always receive recognition for my accomplishments and I am congratulated accordingly.</p> <p>11- The HR department shows visible path for my career development and evolution.</p>	<p>Items 7 to 11 reflect Generation Z members' expectations in light of the HRD interventions and practices that provide incentives for development</p>
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*Table 5: « Compensation and Benefits » variable*

<p>12- My bank offers financial incentives to keep me motivated at work.</p> <p>13- My bank provides me with the privilege for balancing between social and professional life (flexible working hours, bank’s branch proximity).</p> <p>14- My bank provides a clear remuneration process following my job promotion.</p> <p>15- I feel confident towards compensation and benefits practices.</p> <p>16- HR values reflect my personal expectations for the way a professional organization should be.</p>	<p>Items 12 to 16 are related to the compensation and benefits that aim for meeting Gen Z expectations better integrate them onto the organization.</p>
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*Table 6: “Employees Relations practices” variable*

<p>17- My superiors are always present to help and to assist me into the fulfillments of my responsibilities.</p> <p>18- My superiors share their issues and problems once they consider that we are working in a team spirit.</p> <p>19- I often learn from my superior since he shares with me his ideas and knowledge regarding specific situations.</p> <p>20- My superior adopts a participative leading style with all my colleagues from the same generation.</p> <p>21- When objectives are attained, my superior congratulates me as if I was the principal and the responsible person for the accomplishment of the related mission.</p>	<p>Items 17 to 21 focus on aspects that are related to on the interactional process between Gen Z employees and their eldest generations.</p>
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*Table 7: « Integration at the workplace » variable*

<p>22- My superior goes through openness to dialogue, through the sharing of ideas that helps feel well integrated.</p> <p>23- I feel integrated in the operational development of the functions that are assigned to the team to which I belong.</p> <p>24- I always have that feel of a sense of belonging towards the bank I work for.</p> <p>25- I have that thought of continuing at my bank and building my future career.</p> <p>26- I recommend members of my generation to work for the same bank where I am employed.</p>	<p>Items 22 to 26 consider aspects that reflect the integration process of Gen Z employees at the workplace.</p>
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### **3.7. Data collection**

Data collection is an essential phase of an empirical study or research work during which the researcher collects information that will be analyzed to confirm (or not) initial hypotheses, and respond to a main research statement. Data collection can be treated while referring for different techniques that help the researcher understand better a phenomenon and facts that he is trying to study.

Our study is based on primary data; therefore, the data collection will be done through an online questionnaire that will be shared with eligible participants.

### **3.8. Sample Size and Sampling Techniques**

While the choice between different methods is sometimes constrained by material considerations, the decision in favor of a sampling choice should be based on the study's objectives. The targeted population is the total population for which the information is needed. The literature reveals two types of sampling techniques; namely, probability and non-probability sampling. Several methods can be found within these two types, where every single method has its usage justifications, pros and cons. It becomes then necessary to choose the most adequate sampling method to the specific research context (Aliyu et al., 2015).

Probability sampling techniques are schemes in which the probability of selecting each and every case from the target population is known. There are several probability sampling methods, namely simple random sampling, systematic sampling, stratified sampling, and cluster sampling. On another note, non-probability sampling techniques are schemes in which the selection of each case from the target population is totally based on the best judgment of the researcher. There are several non-probability sampling methods; namely, convenience



sampling, convenience sampling, judgment sampling, self-selection sampling, and snowball sampling. In the case of the present study, the sampling technique lies on judgment sampling since the targeted sample in this study is the Generation Z employees in Bank Audi and BLOM Bank.

Nonetheless, this method is prone to research bias if the researcher does not define the targeted population that best serves the purpose of the research, i.e. the targeted population which holds informative cases are highly susceptible to provide clear responses to the research question(s). Therefore, the researcher should be careful about the representativeness of the sample in order to convince the reader that the achieved results on the theoretical, analytical, and logical levels are reliable (Gordiienko-Mytrofanova, Pidchasov, Sauta, & Kobzieva, 2018).

The sampling size achieves the desired precision or significance level for samples intended for a quantitative processing. Unlike probability sampling techniques where the size of the sample can be calculated using a formula, e.g. Cochran's formula and its derivatives (Woolson, Bean, & Rojas, 1986), there is no clear evidence in literature that the sample size in non-probability sampling can be calculated with a specific formula (Vehovar, Toepoel, & Steinmetz, 2016).

In Chapter 1, the size of the targeted population was estimated at 881 employees employed at Audi bank and BLOM bank and belonging to Generation Z. In the present study, the sample comprises a total of 119 respondents which duly filled the survey. The latter number represents about 13.5% of the targeted population.

### **3.9. Empirical framework**

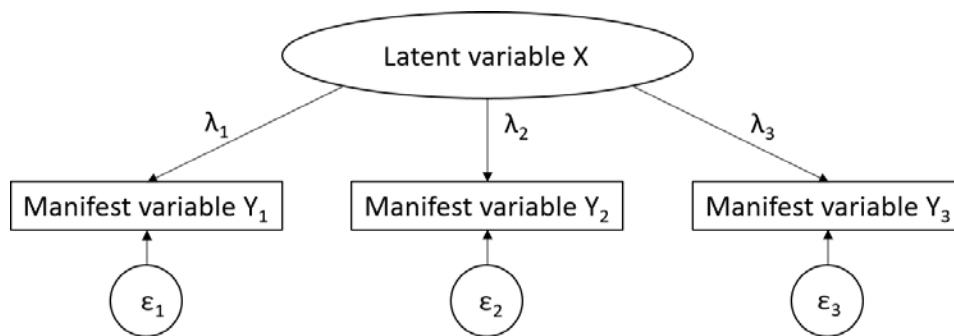
The collected data will provide a support for latent variables and for the causal model analysis.

In such perspective, two structures are used here to examine the quantitative data treatment,

namely Confirmatory Factor Analysis (CFA) and Structural Equation Models (SEM). After testing the reliability through Cronbach's Alpha, CFA will be used to measure the validity of the studied data. This testing is done using SPSS software. Furthermore, after confirming validity and reliability, hypotheses are examined through Structural Equation Model (SEM) using Amos as software for quantitative analysis.

### 3.9.1. Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is concerned with the latent variables that underlie the organization of the inter-individual differences observed over a set of tests. What it brings in addition to exploratory factor analysis is that it allows above all testing the suitability of the data to a theoretical model (deductive approach). Latent variables assumptions are previously formulated. CFA is a special example of structural equation modeling. In the present study, all latent variables are measured via manifest variables (Likert scale items described earlier) such as each parent latent variable has at least three manifest variables to measure it. All manifest variables are determined through the 5-point Likert scale.



The

Figure 4: Diagram illustrating reflective measurement model

previous figure illustrates the latent variables that are represented at the top, manifest variables

by rectangles, and errors by circles. The latent variable (x) is connected to its manifest variables by arrows pointing from latent to manifest ones (Y).

These latent variables will be expressed through items corresponding to the hypotheses called observable variables or manifest variables. In this type of approach, a model is established through the literature review analysis and which specify the number of factors, the possible relationships between these factors, the relationships between these factors and the observed variables, the error terms attached to each observed variable and the possible correlations between them (Gordiienko-Mytrofanova et al., 2018).

The following figure shows an example of model (with three factors) and 9 manifest variables that are not correlated with one another.

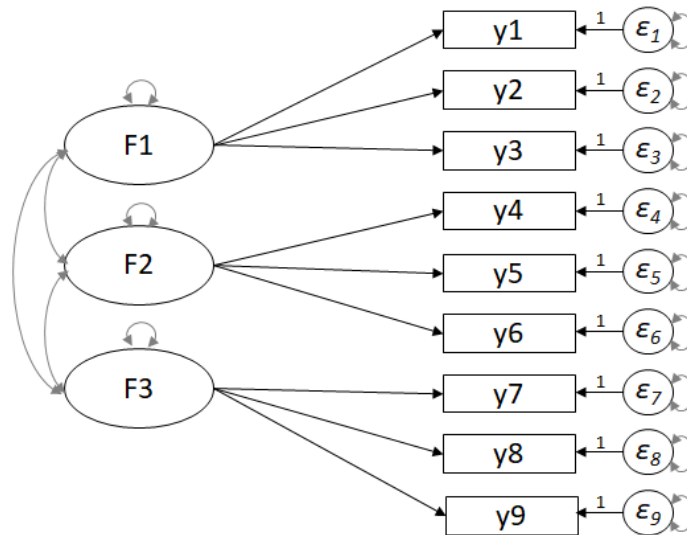


Figure 5: Three model factor example

The confirmatory factor analysis makes it possible to set parameters  $\lambda$  (loadings) equal to 0, by allowing the latent factors to be correlated, and by adding additional correlations between the

residual errors if necessary. It defines in detail the latent factors. In fact, the exploratory and confirmatory analysis are not carried out on the same data set. CFA can seek to determine whether a set of questions developed in a certain context makes it possible to properly characterize a phenomenon in a slightly different context (Levine, 2005). This can be reflected through the validation of questionnaires set up in the initial phase of a research project. All values above 0.5 are considered acceptable.

In summary, when speaking about a reflective model, where the conceptual model covers a given construct and latent variables (dependent and independent variables) and the latter are reflected by manifest variables (items that figure onto the questionnaire); two schemes are referred for to analyze the empirical data. The exploratory factor analysis (EFA) and the confirmatory factor analysis (CFA). EFA is adopted once the structure of the gathered data is unexplored previously by scientific researches. However, CFA is used when a theoretical knowledge justifies the construct of the said conceptual model. In other words, manifest variables reflect scientifically respective construct (Levin, 2005).

### **3.9.2. Structural Equation Model**

Structural equation models are used on one hand to validate measurements, and on the other hand to study the relationships between the variables in a model (Marsh, Wen, & Hau, 2004). SEM makes it possible to quantify cause and relationships effects that are described by a theoretical model. Structural Equation Models consist of a system of equations that can be represented as a directed graph, nodes represent variables as squares for manifest variables and as circles for latent variables, arcs model the relationships of causality. SEM latent variables are multivariate models used to model causal structures in data. The interest of structural

equation modeling lies primarily in its ability to simultaneously test the existence of causal relationships between several latent variables. A latent variable is a variable that is not observable and cannot be measured directly (Lowry & Gaskin, 2014).

To examine the research hypotheses, two different methods exist: the regression or the structural equation model. However, the regression method does not indicate causal relationships between the dependent and the independent variables. In addition, the multiple regression analysis differs from the structural equation model as it studies the variation of the independent variables and the way the latter affect the dependent variables while maintaining all other independent variables fixed or constant (Marsh, Wen, & Hau, 2004). This fact highlights the weakness of the multiple regression analysis and its robustness. Therefore, the structural equation model is more flexible as it varies all independent variables simultaneously and shows how all dependent variables are affected by the variation of all independent variables simultaneously. Somehow, this method is more realistic.

In sum, the choice of relying on SEM comes from the fact that it reflects the simultaneous interaction between the said variables.

### **3.10. Conclusion**

The present chapter has highlighted the research philosophy and approach considered in order to complete this research. In fact, this study lays on a quantitative approach following the positivist paradigm, based on an empirical study that will identify the impact of Recruitment and Selection practices, HR Development practices, Compensation and Benefits practices and Employees Relations practices on the integration of Generation Z into the workplace. This study adopts a deductive reasoning or in other words a top down approach where a general

theory is narrowed down into specific hypotheses that will be tested through the data gathered from the targeted population. In the case of the present study, the sampling technique lies on judgment sampling that represents members belonging to Generation Z working at Audi and BLOM Bank. In such and all along the methodological approach, we will be relying on primary data that will be collected through an anonymous online questionnaire and analyzed through SPSS and AMOS software. The statistical techniques that will be used are Confirmatory Factor Analysis and Structural Equation Model that will serve in studying the validity of the data and in examining the hypotheses. Reliability of the data will be verified through Cronbach Alpha measurement tool.

After clarifying all the procedures and methodology that have been adopted in this research, variables have been defined for each of the four hypotheses developed previously related to the Recruitment and Selection, HR Development, Compensation and Benefits and Employees' Relations practices and their impact on Generation Z integration into the workplace. The data gathered will be tested using the statistical techniques that have been selected for this research in order to answer the research question that has been developed in Chapter 2 which will enable us to analyze the results, compare and contribute to the literature review with new insights that might appear in the analysis.

In the next chapter, we will be applying the statistical techniques selected and explained in this chapter on the collected data and analyze results in order to prove or reject our hypotheses and provide additional information and insights about the impact of HR practices on the integration of Generation Z into the workplace.

## CHAPTER 4

### FINDINGS

#### 4.1. Introduction

This chapter encompasses the results obtained from quantitative analysis. It starts with an exploration of the characteristics of the sample using the metrics of gender and bank affiliation. It continues with the validity and reliability analyses under CFA. In fact, it examines the four research hypotheses with SEM to conclude with the interpretation and discussion of the findings in view of the theoretical framework and literature review. It is important to recall that the sample size is 119 respondents distributed over two banks; namely, AUDI and BLOM. The applied sampling technique is judgmental sampling whereby the selected respondents are sought to provide reliable information which can serve to infer the results obtained from statistical analysis.

This thesis tackles the research question on **“How do HR practices overcome generational cleavage to better integrate Generation Z into the workplace?”**

In this regard, four research hypotheses are established where the positive effects of recruitment and selection techniques (H1), HR development interventions (H2), compensation and benefits practices (H3), and employee relations practices (H4) are assumed on the integration of generation Z at the workplace. The latter conceptual model considers the integration of generation Z at the workplace as the dependent variable, whereas recruitment and selection techniques, HR development interventions, compensation and benefits practices, and employee relations practices are the independent variables.

## 4.2. Characteristics of the sample and attributes of the respondents

Prior to the examination of the conceptual model, the characteristics of the sample need to be explored. It is important to bear in mind that judgmental sampling is applied to choose the sample size and participants. This type of sampling as mentioned previously, relies on the judgment of the researcher to handpick the participants that serve most the purpose of the study.

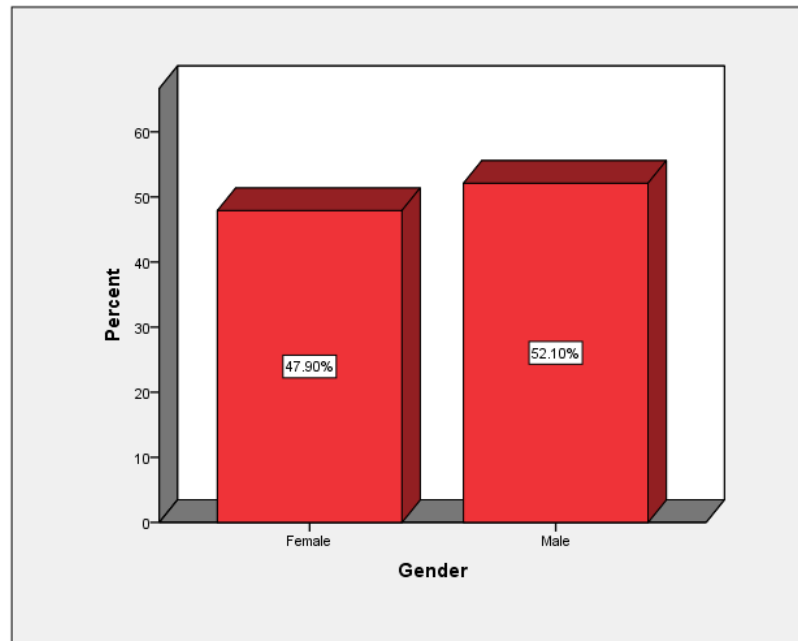


Figure 6: Distribution of the respondents by gender

Figure 6 depicts the distribution of the respondents by gender. It is clearly evident that 52.10% of the sample are men, while the remaining 47.90% are women.



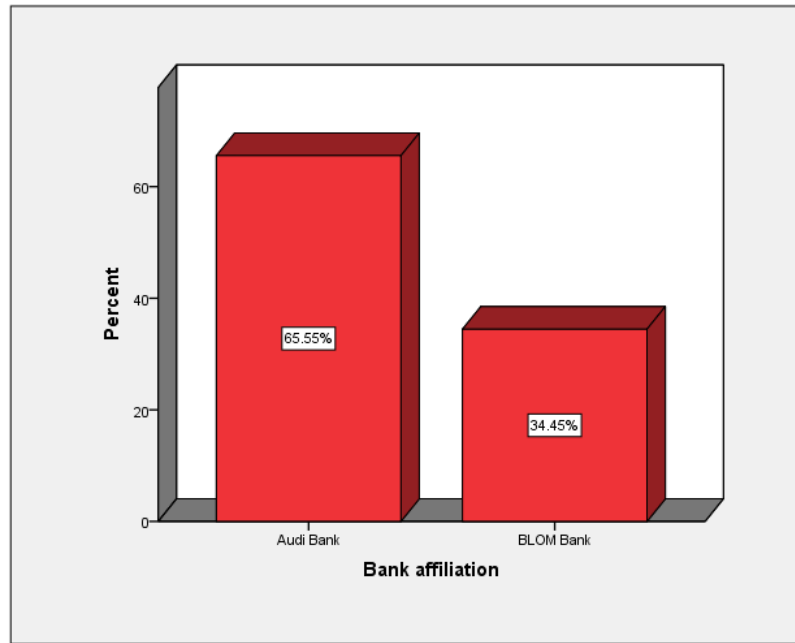


Figure 7: Distribution of the respondents by bank

Figure 7 depicts the distribution of the respondents by bank. It is clearly evident that 65.55% of the respondents work at AUDI bank, while the remaining 34.45% work at BLOM bank. These proportions can be compared to those reported in Table 2 where the statistics show that the generation Z employees working at AUDI bank constitute about 60% of the total population of both AUDI and BLOM banks.

**Bank affiliation \* Gender Crosstabulation**

			Gender		Total
			Female	Male	
Bank affiliation	Audi Bank	Count	39	39	78
		% within Bank affiliation	50.0%	50.0%	100.0%
	BLOM Bank	Count	18	23	41
		% within Bank affiliation	43.9%	56.1%	100.0%
Total	Count	57	62	119	
	% within Bank affiliation	47.9%	52.1%	100.0%	

Figure 8: Cross tabulation of the gender of the respondents by bank

Figure 8 shows the cross tabulation of the gender of the respondents by bank. It is clearly evident that in AUDI bank the proportion of men and women are equal, while in BLOM bank male represent 56.1% of respondents and 43.9% for female. In summary, the proportion of the sample genuinely reflects that from the targeted population 119 filled the questionnaire which represents around 13.5% of the total number of Generation Z employees in the studied banks, where male represent 52.10% of the respondents and female 47.9%.

### **4.3. Validity and reliability of the measurement model**

After describing the characteristics of the sample in the previous section, the present section is dedicated to examine the validity and reliability of the measurement model.

In Chapter 3, the measurement model is described as a reflective model whereby five latent variables are reflected by a series of manifests measured at the 5-point Likert scale. It becomes then essential to measure the reliability of this measurement model through Cronbach's alpha. According to Glen (2014), Cronbach's alpha is used to measure latent variables, hidden or unobservable that are difficult to measure in real life. The maximum value in this tool is 1; however, values less than 0.7 are not acceptable.

The intended validity is the convergent validity whereby the manifest variables that are sought for the same latent variables are expected to be highly correlated. These correlations are assessed through CFA analysis explained previously and obtained by the loadings as depicted in Figure 4.

Figure 9 reports the structural model obtained from CFA analysis where the latent variables are co-varied to examine their convergent validity.

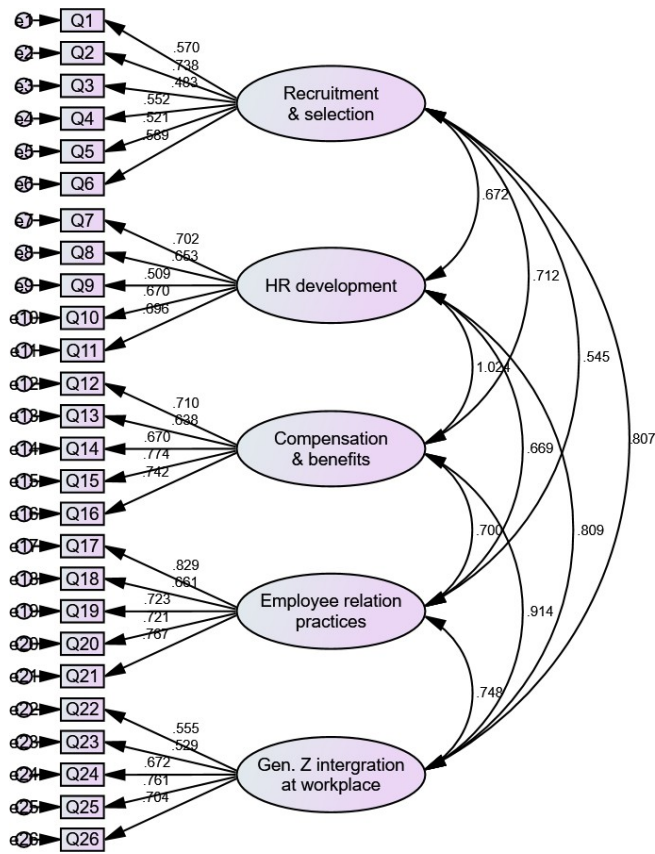


Figure 9: Structural model obtained from CFA analysis

Figure 9 depicts a similar scheme to Figure 4 and shows the latent variables as ellipses from which arrows emerge to reflect their attributes in manifests which in turn are represented as rectangles. Loadings are shown over the arrows connecting latent variables and manifests.

Table 8: Validity and reliability of the measurement model obtained from CFA and Cronbach's Alpha coefficient

Latent variable	Manifest variables	Loadings	Cronbach's Alpha
Recruitment and selection techniques	Q1	0.570*	0.754
	Q2	0.738*	
	Q3	0.483*	
	Q4	0.552*	
	Q5	0.521*	
	Q6	0.589*	
HR development interventions	Q7	0.702*	0.782
	Q8	0.653*	
	Q9	0.509*	
	Q10	0.670*	
	Q11	0.696*	
Compensation and benefits practices	Q12	0.710*	0.835
	Q13	0.638*	
	Q14	0.670*	
	Q15	0.774*	
	Q16	0.742*	
Employee relations practices	Q17	0.829*	0.858
	Q18	0.661*	
	Q19	0.723*	
	Q20	0.721*	
	Q21	0.767*	
Generation Z integration at the workplace	Q22	0.555*	0.770
	Q23	0.529*	
	Q24	0.672*	
	Q25	0.761*	
	Q26	0.704*	
*Significant at the level $p < 0.05$			

Furthermore, residual errors which represent the differences between estimates and observations are connected to the manifests and drawn as circles. All latent variables are connecting with double arrows over which their covariances are reported. It is important to mention that in CFA analysis it is sometimes possible to omit one manifest or more because they might hinder the validity. In this study, all manifests are kept as none showed signs of discrepancy, all manifests have high loading that are above 0.5. Table 8 reports all loadings along with their statistical significance at the level  $p < 0.05$ ; i.e., there is a 95% confidence in

the obtained results. On another note, Table 8 reports the Cronbach's Alpha coefficients of all the latent variables. The Cronbach's Alpha coefficient explained in previous section which is a known measurement of reliability; i.e., it uses the covariances of the manifests to gauge the internal consistency of the manifests that reflects the same latent variable.

Literature sets the threshold of 0.7 as a critical value to support the hypothesis of strong reliability (Christmann & Van Aelst, 2006). An inspection of Table 8 shows that the latent variable "recruitment and selection techniques" has a Cronbach's Alpha coefficient of 0.754 which supports the hypothesis of the strong reliability of the measurements. The latent variable "HR development interventions" has a Cronbach's Alpha coefficient of 0.782 which supports the hypothesis of the strong reliability of the measurements. The latent variable "compensation and benefits practices" has a Cronbach's Alpha coefficient of 0.835 which supports the hypothesis of the strong reliability of the measurements. The latent variable "employee relations practices" has a Cronbach's Alpha coefficient of 0.858 which supports the hypothesis of the strong reliability of the measurements. The latent variable "generation Z integration at the workplace" has a Cronbach's Alpha coefficient of 0.770 which supports the hypothesis of the strong reliability of the measurements. Now that both validity and reliability of the measurement model are supported, it becomes possible to investigate the four research hypotheses using SEM.

#### **4.4. Examination of the causal model**

This thesis encompasses a conceptual model which claims four research hypotheses. These report positive causal associations between four independent variables; namely, "recruitment and selection techniques", "HR development interventions", "compensation and benefits

practices”, and “employee relations practices”, and one dependent variable which is “generation Z integration at the workplace”.

This causal scheme is designed to respond to the research question **“How do HR practices overcome generational cleavage to better integrate Generation Z into the workplace?”**

In this perspective SEM is used to provide standardized coefficients which values, signs, and statistical significance can infer the magnitude, direction, and validity of the research hypothesis, respectively. Figure 10 depicts the conceptual model obtained from SEM analysis. The independent variables are connected to the dependent variable by single headed arrows that point in the direction of causality. Standardized coefficients are reported over the aforementioned arrows. These estimates can be used not only to validate the research hypotheses but also to compare the strengths of the associations between the independent variables and the dependent variable.

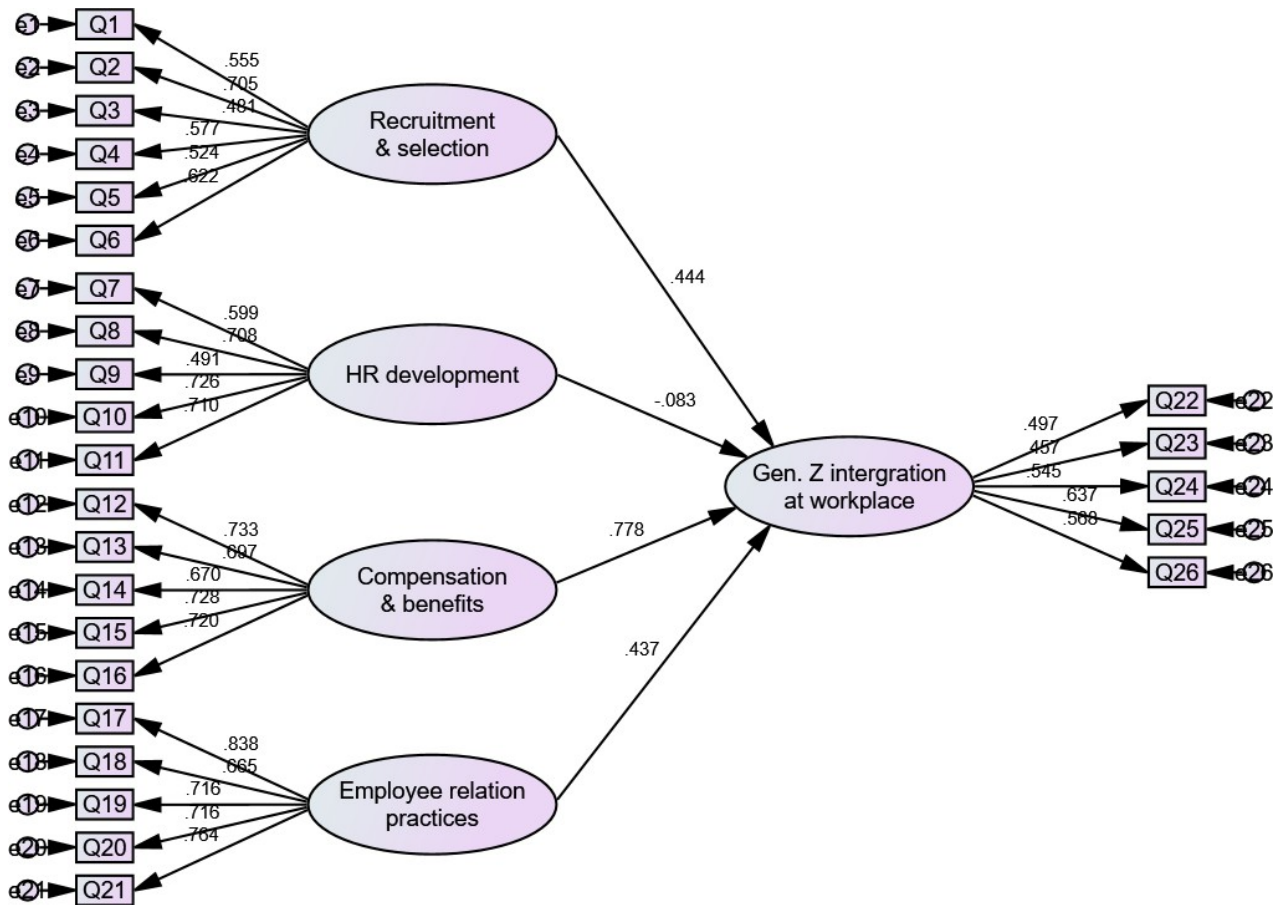


Figure 10: Conceptual model estimates obtained from SEM analysis

Table 9 is a summary of the findings obtained from SEM. It is clearly evident that recruitment and selection techniques have a positive and statistically significant impact on generation Z integration at the workplace with a standardized coefficient of 0.444. Therefore, the research hypothesis, H1, is supported. There is no clear evidence that HR development interventions have a positive and statistically significant impact on generation Z integration at the workplace with a standardized coefficient of  $-0.083$ . Therefore, the research hypothesis, H2, is not supported.

Compensation and benefits practices have a positive and statistically significant impact on generation Z integration at the workplace with a standardized coefficient of 0.778. Therefore, the research hypothesis, H3, is supported. Employee relation practices have a positive and statistically significant impact on generation Z integration at the workplace with a standardized coefficient of 0.437. Therefore, the research hypothesis, H4, is supported.

Table 9: Validity of the research hypotheses

Research hypothesis	Standardized coefficient	Decision
H1: Recruitment and selection techniques → Generation Z integration at the workplace	0.444*	Supported
H2: HR development interventions → Generation Z integration at the workplace	-0.083 (NS)	Not supported
H3: Compensation and benefits practices → Generation Z integration at the workplace	0.778*	Supported
H4: Employee relations practices → Generation Z integration at the workplace	0.437*	Supported
*Significant at the level $p < 0.05$ ; NS: not significant		

In summary, the research hypotheses H1, H3, and H4 are supported, while H2 is not supported for the lack of statistical evidence. Moreover, comparisons can be made between the standardized coefficients of the supported research hypotheses to exhibit which association is stronger. It is clearly evident that the impact of recruitment and selection techniques on generation Z integration at the workplace is as strong as that of employee relations practices. The impact of compensation and benefits practices on generation Z integration at the workplace is almost twice as strong as those of either recruitment and selection techniques or employee relations practices.



## **4.5. Results discussion**

The subject of the present section is to carry out statistical treatment with further discussion that is related to the research validation or rejection. Therefore, this discussion will provide further insights about the perceptions of Generation Z towards HR practices that revolve around their integration into the banking sector workplace.

### **4.5.1. Recruitment, selection techniques, and Generation Z integration**

As the literature review has illustrated, Generation Z seek challenges and enriching experiences. Therefore, they are often attracted to companies and banks that provide them with new growth opportunities. As such, the recruitment and selection process of young employees has been changing and adapting to their considerations. Generation Z do not tolerate recruitment processes that are conducted over a long period of time. According to Oblinger (2004), the process of recruiting Generation Z employees must not consist of many stages. In addition to that, the youth expect immediate feedback.

Therefore, HR professionals are working on meeting this criterion to be able to attract and hire talented people. Moreover, in Lebanese banks, expectations are disclosed from both parties during the recruitment process, and those identified expectations are revealed in order to ensure the alignment between the banks' needs and the freshly recruited expectations of employees. The results obtained from data gathered shows that respondents feel confident about the recruitment practices at the studied banks since they have been employed for one or two years and are able to compare what is proposed to them during the recruitment and selection process and what they have experienced all along their professional experience with these banks.

In sum, Generation Z possess high expectations regarding their professional development into the Lebanese banking sector since it is the highest recruiting marketplace for fresh graduates. However, even though the surveyed respondents were confident about the recruitment and selection practices at the banks while taking into consideration several factors such as the hiring and onboarding, scope of responsibilities and observed workplace practices, one limitation to their expectations is detected at the level of the human resource development interventions practices.

#### **4.5.2. HRD interventions and Generation Z integration**

Going from the survey respondents', the results have shown unfavorable perceptions regarding HRD interventions at the studied banks. Even though some human resource practices appear to be satisfactory for Generation Z members; however, incentive practices are lacking. There is no clear evidence that HR development interventions have a positive and statistically significant impact on Generation Z integration at the workplace with a standardized coefficient of - 0.083.

As stated in the literature review, performance management, trainings and career development are key for Generation Z employees' satisfaction, motivation, and retention. In this regard and reference to the literature review, Half (2015) says that, "*persons in this generation could become loyal to their employer if the organization offers them the opportunity to grow, to experience new things and to achieve leading positions*" (p. 21).

However, the absence of such aspects underlines the possibility of having a low level of employees' retention since Generation Z outstanding employees will not be receiving career advancement as per their expectations, thus will be looking for better opportunities that permit

them to grow further in their career. Moreover, having a structured hierarchy at the bank can also play a role in this subject, putting constraints, and limitations to young generations to take in charge senior positions where opportunities can arise when members of eldest generations decide to retire or leave the bank.

Furthermore, training employees and developing their skills is essential to the continuity of the business where employees acquiring new skills will be able to increase their efficiency and effectiveness at work which will have a positive impact on the bank by itself. In addition to that, having employees from Generation Z attend trainings would boost their motivation and confidence while creating a sense of belonging. This can let them feel valued and given the opportunity to develop themselves in needed areas. Thus, a lack in this aspect, can lead to employees' dissatisfaction which can result in good talents leaving the banks.

An important factor to be taken into consideration is that throughout this financial crisis happening currently in Lebanon, banks might be implementing a cost reduction strategy, where people are offered exit packages to leave the bank. The generations affected by this practice is mostly the eldest generations; therefore, the Lebanese banks need to enforce HRD practices that meet Generation Z in order to ensure continuity in this uncertain period and not lose their young talents.

#### **4.5.3. Compensation and benefits for Generation Z integration**

Based on the data analysis, compensation and benefits practices have a positive and statistically significant impact on Generation Z integration at the workplace with a standardized coefficient of 0.778. Therefore, Generation Z employees at the studied banks are satisfied with the

financial incentives offered by the bank even though the country is currently going through an economic crisis.

In fact, throughout the recruitment process at the level of selection, new recruits are notified about the seniority of the position and its respective compensation and benefits. HR professionals follow a predefined salary scale that is applied internally; this creates an environment of trust where all employees are treated fairly following internal policies and procedures where remuneration on promotions, completion of a Master degree or a professional certification are clearly defined and communicated to all employees.

Back to the literature review, members of Generation Z privilege a balance between their social and professional life. *“Unlike their elders, they don’t appreciate long time hours at work. They prefer to move for another corporate culture that appreciate and meet their expectations”* (Cook, 2019, p. 69). The studied banks take into consideration branch proximity when assigning new recruits, this boosts employees’ motivation and creates for them a comfortable atmosphere where team members can feel valued. Moreover, working hours in branches are somewhat convenient, it allows employees to maintain a work-life balance which responds to Generation Z expectations.

One of the benefits that are offered by the studied banks, in addition to salaries and flexibility is the different types of leaves, such as annual leaves and study leaves; employees are allowed to request a study leave to study or take an exam. This increases as well the motivation of the employees since Generation Z always seek for development and members might be pursuing diplomas at universities. Therefore, this benefit is very convenient and shows a sign of appreciation from the employer to all personal development efforts.

By showing a high level of commitment towards the well-being of its employees the bank ensures a smooth integration for the new recruits and especially for employees belonging to Generation Z that might be new to the professional life.

#### **4.5.4. ER practices and Generation Z integration**

Research results have shown a positive relationship between ER practices and Generation Z integration. This indicates that respondents feel comfortable with their superiors with whom they can have open communication, can share their ideas giving them the opportunity to be have a valuable contribution in their department.

Moreover, in reference to the literature review, Generation Z employees expect to be part of a participative management where employees can participate in the decision making and have a horizontal hierarchy. According to Cilliers (2017, p. 195), “*employees’ participation in the decision-making process at different hierarchical levels, create a broadening of the power of influence, and an assumption of practicing delegation*”. Having positive results in relation to ER practices shows that respondents feel integrated in their departments and an environment of support and team spirit is put in place where managers give the opportunity to their team members to contribute and participate efficiently in the processes through delegation. Intergenerational cooperation has several benefits; therefore, this practice should be encouraged. This allows the transmission of skills between different generations where seniors can share their long practical experience with juniors and, on the other hand, juniors support seniors with their advanced technological skills.

#### 4.6. Conclusion

The aim of the present chapter is to illustrate the research findings by testing the different hypotheses developed previously. After identifying the characteristics of the sample that we relied on in this study and after studying the reliability and validity of the data through Cronbach Alpha and Confirmatory Factor Analysis, the four hypotheses have been investigated through the Structural equation model.

Following the obtained results, it is evident that the first, third and fourth hypotheses have a positive and statistically significant impact on the integration of Generation Z into the workplace with a positive standard coefficient which we fail to reject. However, having a negative standard coefficient, the second hypothesis is rejected which explains the following:

Recruitment and Selection, Compensation and Benefits and Employees' Relations practices have a positive impact on the integration of Generations Z which aligns with the findings in the literature review. Though, HR Development practices need to be revised at the studied banks to ensure continuity since as described in the literature review, Generation Z build loyalty to the organization they work for when they are offered career development.

The results of this study have successfully reached the targeted objective that has been set at the beginning, which is to show the impact of HR practices on the integration of Generation Z. Thus, the obtained findings answer our research question and prove the developed hypotheses by being aligned with many authors highlighted in the literature review.

## CHAPTER 5

### CONCLUSION AND RECOMMENDATIONS

#### 5.1. Main findings

The present research study relies on Generation Z expectations in terms of human resources practices to promote the better integration of the employees of this generation in the workplace. This research has allowed a broadening of knowledge and discoveries on the subject of Generation Z and its characteristics related to the management of human resources in Lebanese banks. The research findings demonstrate that three out of four practices used by human resource management in Lebanese banks meet Generation Z expectations. Those practices are related in part to the recruitment and selection process, the compensation and benefits provided by correspondent banks, and the maintained relationships among employees at work. Looking at the results, we can notice that compensation and benefits practices have the highest impact on Generation Z integration within the organization. Therefore, by offering good compensation packages to their team members, banks can increase employees' belongingness and ensure high levels of retention.

Looking at the results of this study, we can find that the two manifests that have the biggest impact on the Recruitment and Selection tackle the recruitment process length and the working environment perceived which aligns with the literature review. According to Oblinger (2004), the process of recruiting Generation Z employees cannot consist of many stages. Youth expect an immediate feedback. Moreover, Generation Z identify during the interview process elements that answer their proper aspirations towards the working place atmosphere, as far as such elements could, possibly, convince them to join the said company (Gaidhani, Arora, & Sharma, 2019).

Moreover, the manifest that has the highest impact on HRD is the presence of career development. Therefore, HRD not being supported, sheds the light on the characteristics that need to be enhanced in order to ensure the better integration and retention of Generation Z employees.

As for the compensation and benefits, we can understand that respondents who belong to Generation Z at Bank Audi and BLOM Bank feel confident about the compensation system being implemented at the studied banks. The Lebanese Banking system is known to bring forward benefits that provide allowances for its employees, as schooling, insurance, 16 months paid salaries, transportation fees, and continuous education financial aids. These benefits, increase the belonging of Generation Z employees which aligns with the author Acheampong (2020), who believes that compensation and benefits offered by organizations are key drivers for Generation Z.

Finally, the two manifests that have the highest impact on ER practices are related to the availability of superiors to support and transmit knowledge to employees and the presence of appreciation for the hard work being done. These facts align with the literature review where Generation Z feel better integrated when they receive support from their managers and when they are both valued and appreciated. Employee mobilization will go through this opening of dialogue through the sharing of ideas and a real possibility of integrating them into the company. Generation Z are creative and must feel that they are part of the success of the organization to produce even more (Acheampong, 2020; Arar & Öneren, 2018).



## **5.2. Research limitations**

The research is restrained to a quantitative approach. A mixed research method will go more in-depth by relying on interviews with HR managers in Lebanese banks to understand more their intentions for finding solutions that answer Generation Z issues and challenges especially in the present economic crisis that is affecting the banking sector. Furthermore, this study is limited to banks. Therefore, it can be beneficial to have it implemented in other industries for a wider generalization of results. In addition, the present study has focused on investigating HR practices according to the perceptions of Generation Z. A comparative study can be made among Generations X, Y, and Z in this regard to uncover if generation-related differences exist.

## **5.3. Theoretical and Managerial Implications**

### **5.3.1. Theoretical implications**

The literature review sheds the light on the intergenerational attitudes and behaviors among generations. Also following the older generations' aspirations, HR practices have answered their expectations. However, Generation Z possess different expectations and attitudes at work. From this perspective, the literature analysis covered the main dimensions that distinguish Generation Z from other generations as well as tackled the main HR practices that should be revised in order to attract, integrate, and retain members of that generation. Since Generation Z emphasize on the importance of relationships quality among organization, Blau's Theory of Social Exchanges (1964) brings explanations of the processes by which HR practices develop the feeling of support which, subsequently, generates the involvement of Generation Z.

### **5.3.2. Managerial implications**

Following the refutation of the hypothesis related to HR development, banks' HR managers should look for coming up with practices that ensure the development and career advancement for Generation Z. As it has been highlighted in the literature review, members of that generation are impatient and seek for development and rapid growth within the organization. Therefore, HR professionals should act proactively in this matter, offering Generation Z opportunities to develop their skills and progress in their career.

Thus, HR professionals within banks can work on implementing a strategy involving all generations in a cooperative work. This can serve to transmit the knowledge of the older generations to the new one in order to prepare them to take on more responsibilities and better manage stressful situations especially in these difficult times that banks are going through. This transmission of skills appears to be essential to the sustainability of banks since skills that would not be passed on by the elderly retiring will be lost, even though they represent a capital resource.

By having this intergenerational cooperation, Generation Z will feel more valued and will be given the opportunity to develop their skills and grow in their careers. This will help in providing a healthy integration while increasing their motivation and sense of belonging. Thus, banks will be able to overcome the challenge to retain this volatile group of employees.

### **5.4. Future perspectives of the study**

The present study sheds the light on two perspectives for upcoming researches. The first one is related to Generation Z motivation and self-development. The second one is related to Generation Z's improvement of loyalty to their organizations. It seems possible to improve

practices related to training and development, career advancement, promotions, and recognitions. This scope of the research can cover HR practices reformulation in line with Generation Z behaviors and attitudes.

### **5.5. Recommendations**

Our recommendation for the studied banks Audi and BLOM bank is to put more efforts into identifying their young talents, invest in developing their skills by putting in place training plans based on training needs analysis that would serve in preparing those talents to be the future leaders within the bank. This strategy will help banks ensure continuity especially in those uncertain times where banks are adapting cost cutting strategies having seniors leaving the bank and young talents taking in charge higher responsibilities.

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## APPENDICES

### Appendix A - Survey

Introduction :

- The objective of this questionnaire is to analyze the impact of HR practices on the integration of Generation Z in the workplace.
- Please answer based on your experience with the bank you are working for
- Please be assured that your responses will be strictly confidential
- By clicking on the Next Button, you agree to the below terms:

Being informed that any particular treatment or procedure may involve risks which are currently unforeseeable; I (Participant name), state hereby that my participation in the research study is voluntary. Any refusal to participate will involve no penalty or loss of benefits to which I am entitled. I may as well discontinue participation at any time without no penalty or loss of benefits to which I am entitled.

Your Gender:	Male	Female		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Your age:	Between 20 and 25							
Are you an employee at :	Audi Bank	BLOM Bank						
During the recruitment process, organizational practices, which were emphasized on by the HR manager, cope with my expectations toward my future job.			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
The recruitment process length was satisfactory			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
During the recruitment process, I felt confident when the HR manager stressed on the importance of my role at the bank.			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Once recruited, HR practices were perceived clearly as they were stated during the interview selection.			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
The recruitment and the selection steps were very assertive as my profile fits within the required qualifications and provide a certainty over my future employment.			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
After being selected, expectations on workplace environment perceived during the recruitment process are met.			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Opportunities for career advancement exist at my bank.			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

My bank organizes annual assessment for defining upcoming responsibilities and future promotion if any.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My bank offers trainings for helping me in developing my competencies and to reach, efficiently, my objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always receive recognition for my accomplishments and I am congratulated accordingly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HR department shows visible path for my career development and evolution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My bank offers financial incentives to keep me motivated at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My bank provides me with the privilege for balancing between social and professional life (flexible working hours, bank's branch proximity).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My bank provides a clear remuneration process following my job promotion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel confident towards compensation & benefits practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HR values reflect my personal expectations for the way a professional organization should be.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My superiors are always present to help and to assist me into the fulfillments of my responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My superiors share their issues and problems once they consider that we are working in a team spirit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often learn from my superior since he shares with me his ideas and knowledge regarding specific situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My superior adopts a participative leading style with all my colleagues from the same generation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When objectives are attained, my superior congratulates me as if I was the principal and the responsible person for the accomplishment of the related mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My superior goes through openness to dialogue, through the sharing of ideas that helps feel well integrated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel integrated in the operational development of the functions that are assigned to the team to which I belong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always have that feel of a sense of belonging towards the bank I work for.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have that thought of continuing at my bank and building my future career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I recommend members of my generation to work for the same bank where I am employed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Appendix B – Sample Characteristics

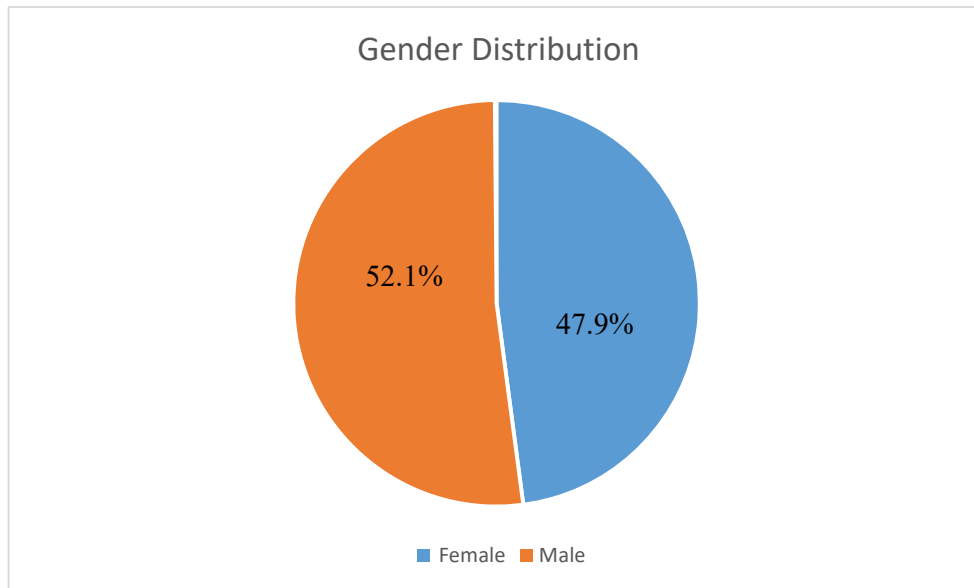


Figure 6: Distribution of the respondents by gender

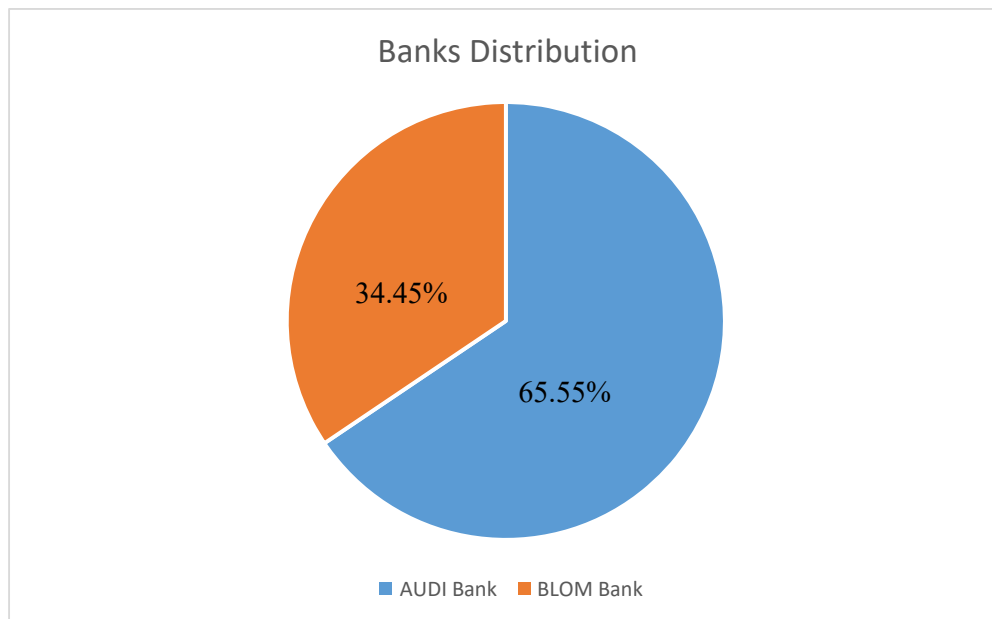


Figure 7: Distribution of the respondents by bank

## Appendix C – Primary Data Figures

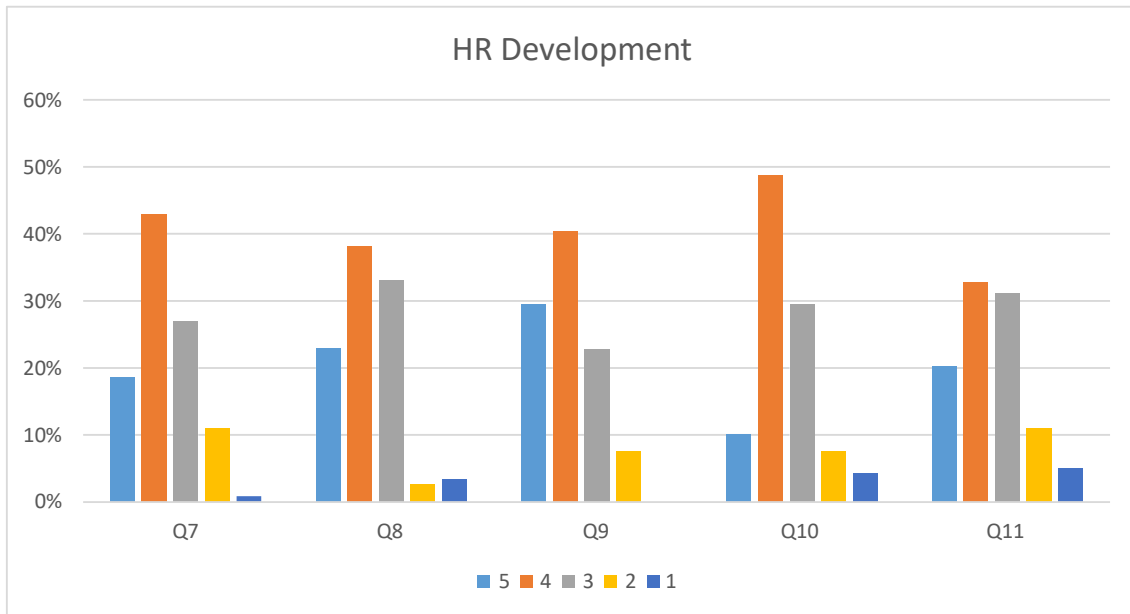


Figure 11: HR Development Interventions Variable

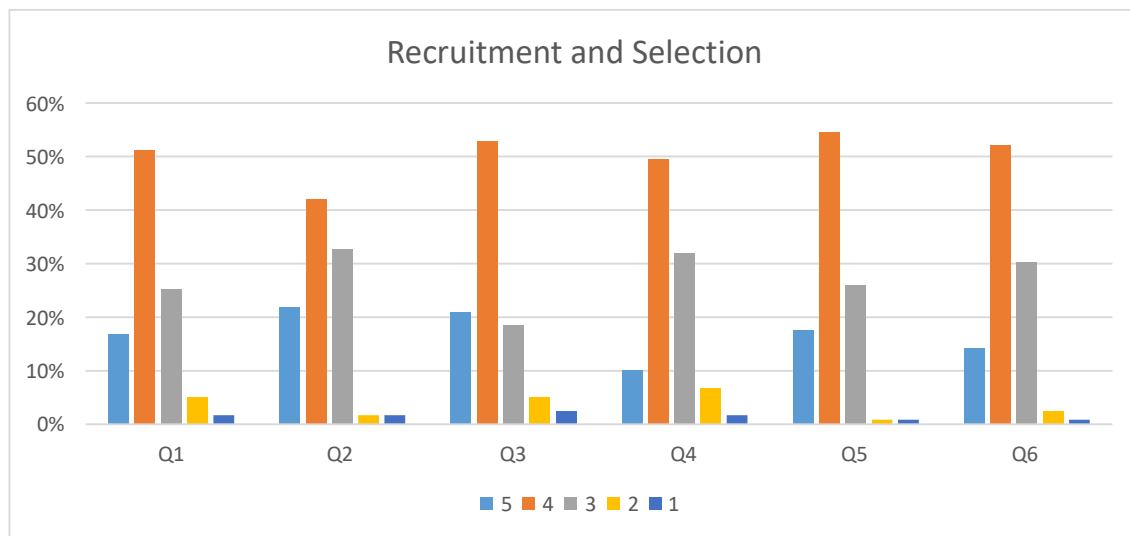


Figure 12: Recruitment and Selection techniques Variable

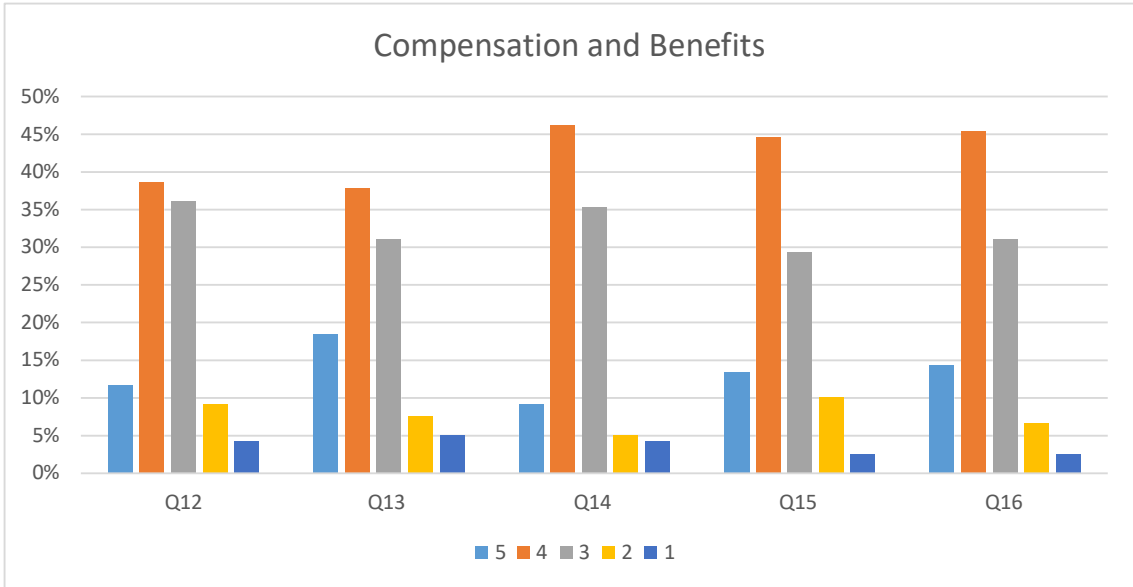


Figure 13: Compensation and Benefits Variable

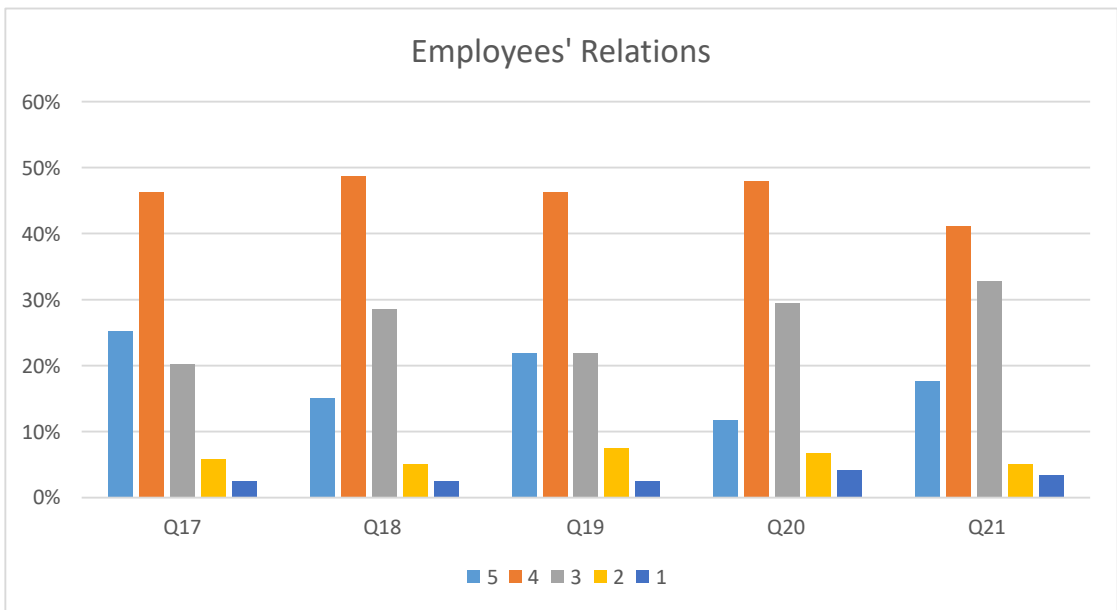


Figure 14: Employees' Relations practices Variable



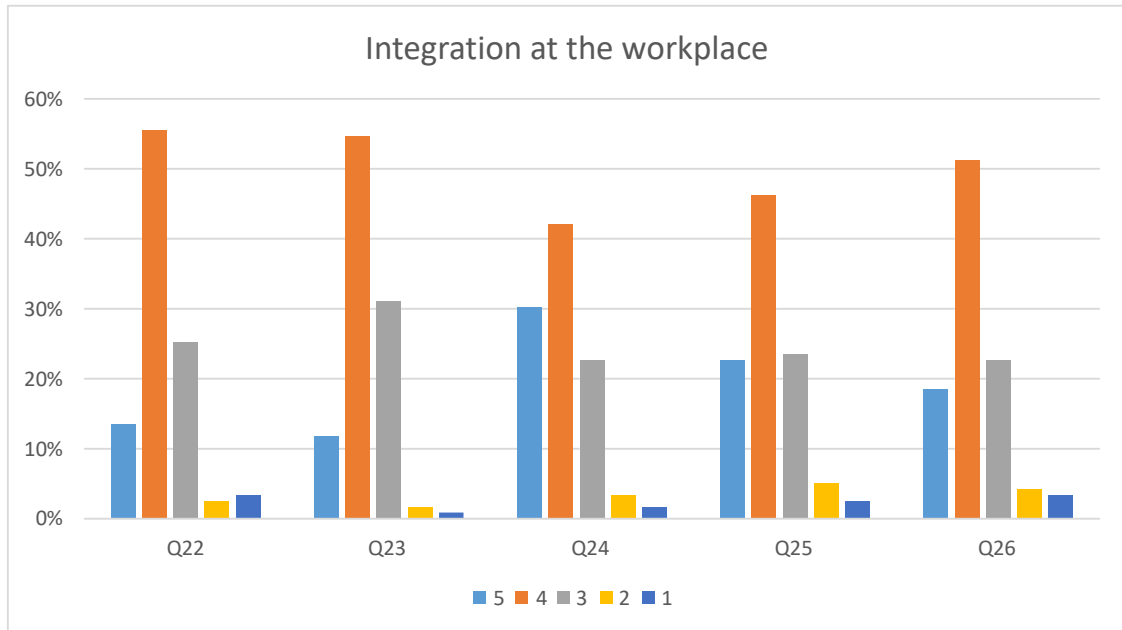


Figure 15: Integration at the workplace