

MAXIMIZING THE VALUE OF GENERATION Z
IN THE WORKPLACE BY KNOWING THEIR
COMMUNICATION HABITS AND ATTITUDES

BY

LOW CUI BUN

A RESEARCH PROJECT SUBMITTED IN
PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF
CORPORATE COMMUNICATION (HONS)
FACULTY OF CREATIVE INDUSTRIES
UNIVERSITI TUNKU ABDUL RAHMAN

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DECLARATION

I hereby declare that:

- (1) This undergraduate Final Year Project is a culmination of my individual efforts, and all the sources of information are acknowledged, whether they are printed, electronic or personal.
- (2) None of the content included in this Final Year Project has been previously presented in support of another degree or qualification from Universiti Tunku Abdul Rahman (UTAR) or another academic institution.
- (3) I am the sole contributor responsible for completing this Final Year Project.

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Date: 23rd March 2023

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I want to dedicate this study to my FYP supervisor, Cik Nur Syahirah Md Subre, who has contributed to my academic growth, solved my doubt and difficulties in this study, and always guided me along this study. Next, this study is also dedicated to my beloved parents, who have been giving me a lot of understanding in sole contribution to this study. Their support and encouragement are the most factors that drive me to my academic success. I dedicate this project to all my friends who always give me motivation and laughter, which makes my university life unforgettable. I am thankful for the memories we shared. Thank you to everyone who has been a part of my journey, believing in me.

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ABSTRACT

Generation Z is the future of society; it is critical to understand the characteristics of this group of people. As their entrance into the workplace has raised the competition between different generations of colleagues, this may cause a huge gap between other generations with them. The objectives of this study were to identify the communication habits and attitudes of Generation Z in the workplace and to find out the most effective way to maximize the value of Generation Z in the workplace. In this study, a quantitative research method was adopted, and 101 respondents participated in this study. The collected data was analyzed using Cronbach Alpha in the SPSS system. Besides, this study revealed that one of Generation Z's workplace communication habits and attitudes is that feedback from higher management is important, while the leadership, and being recognized and appreciated by the organization are the ways that can maximize the value of Generation Z in the workplace. In conclusion, to get along with Generation Z in the workplace, using the appropriate way to develop their potential is essential.

CHAPTER 1

RESEARCH OVERVIEW

1.1 INTRODUCTION

This chapter provided an overview of the study, including the background of the study, the problem statement, the research objectives, and the research questions. With the entrance of Generation Z into the workplace; it is important to consider their communication habits and attitudes. If not, it may lead to miscommunication in the workplace. Additionally, Generation Z has their own way of handling tasks compared to traditional work styles. This group of people is considered the world's future leaders, it is important to understand their needs and maximize their potential value in the workforce and contribute to society.

1.2 BACKGROUND OF STUDY

Generation Z is a population that was born between 1996 to 2011 (Lanier, 2017). In these few years, Generation Z has increased by nearly 60 million more than Millennials (Schroth, 2019). Generation Z was born in a technology era, and they were raised with these digital devices (Chillakuri & Mahanandia, 2018). Most of the people in this generation are technological users and familiar with using the technologies. Half of this generation spends 10 hours a day on using digital devices. This situation drives the present organization to adopt more advanced technology to match the pace of Generation Z (Chillakuri & Mahanandia, 2018). Based on Tjiptono et al. (2020), it is stated that Generation Z in Malaysia is the same as Generation Z in other countries. They are unable to understand life without

technology. Most of them seek information and knowledge and maintain their social relations through the network.

Generation Z is labeled as ‘independent.’ According to Chillakuri (2020), Generation Z is the first generation of digital natives who are good at self-learning, independently learning, and keep leveraging technology. This population has been introduced to technology since their schooling period; thus, they always have immediate access to get the information they want online (Nicholas, 2020). Moreover, they also realize that they require continuous learning to acquire more skills that are relevant to their jobs (Chillakuri, 2020). Another reason that Generation Z is considered independent is that they are ambitious in their goals. They are viewed as the population that cares about their personal development and is expected to manage their goals with well-defined goals and constant evaluation (Janssen & Carradini, 2021). In addition, Generation Z is more flexible. They are more inclusive and open to society’s diversity than the older generation. They are willing to accept the differences between themselves and others, regardless of religion, race, ethnicity, or social class (Racolta-Paina & Irini, 2021). Moreover, Gen Z believed that flexibility in arranging tasks would increase development and productivity. If this demand gets rejected by their manager, they will consider their manager not to trust them (Chillakuri, 2020).

In Chillakuri (2020), Generation Z nowadays is an early starter, as they prefer working while studying to learn something new as soon as possible and to earn money simultaneously. This group of people hopes to work immediately while onboarding because they have a huge ambition for their work and future, they prefer real-time feedback from the organization. Based on Tjiptono et al. (2020), about two-thirds of Generation Z in Malaysia are likely to start their own business, prerequisite they have gained adequate work experience and capital in their current job. However, there are other words for Generation Z's working experience. They think that Generation Z was born in a wealthier environment compared to the previous Generations, and their family income is sufficient. Hence, this generation does not have to enter the workplace early to help to cover the family's expenses; only the children from low-income families have to work early to help their families. There is another reason for their working experience. As the competition for education among this group is intense, which makes their holiday are filled with extracurricular activities. Thus, Generation Z is less likely to approach part-time work during their free time (Schroth, 2019).

Gaidhani et al. (2019) stated that Generation Z is a "Do-it-yourself" generation. This can be demonstrated by the fact that this population is expected to be more realistic about their work and they are optimistic about their future. Moreover, Generation Z tends to be transparent, self-reliant, flexible, and personally accessible. These factors are what this generation would like to be concerned about, and they are unavoidable in their work. Once these factors are

ignored, it might frustrate this population and cause less productivity, low morale, and a lack of engagement in their workplace. If Generation Z is given sufficient autonomy rights, they can handle their tasks well (Gabriellova & Buchko, 2021). Next, as mentioned by Shatto and Erwin (2017), Generation Z is a multitasker. They accommodate using technologies to handle their tasks, and they think that multitasking can speed up the learning process. They are eager to learn something new, but they need to align their learning style with the technologies. According to Scriprom et al. (2019), Generation Z can handle a few social media accounts simultaneously, which contributes to Generation Z being a multitasker. Moreover, Generation Z also often has task-switching behavior (Janssen & Carradini, 2021).

Gabriellova and Buchko (2021) stated that Generation Z prefers to manage tasks and jobs independently and avoids working with a team. This is because they usually have virtual communication, which affects their ability to listen and their socialization skills. Another reason to explain this is that the competition among Generation Z and other generations is intense, making them work harder than the older generation as they want to avoid facing the risk of failure in work just due to the lack of ambition of their teammates. A positive competitive environment for Generation Z that provides them with independent projects can help to enhance the organization's accountability and innovation (Gabriellova & Buchko, 2021). Based on Tjiptono et al. (2020), Generation Z in Malaysia prefers physical communication in the workplace. They appreciate having each chance to communicate with their supervisors or colleagues, which gives them a platform to spit out their opinions

and thoughts. Although Generation Z is more nurturing in using technology to communicate with others, this also becomes an obstacle when they worry that they cannot communicate clearly in the workplace, especially during their first time at work.

Generation Z is open-minded. They expect to express themselves and get feedback and responses for what they say (Gaidhani et al., 2019). According to Racolta-Paina and Irini (2019), Generation Z readily accepts feedback and observations, whether in the view of their work progression, attitude towards the organizational culture, or intergenerational relationship, and the feedback should be personalized and not delivered in a formal manner. Generation Z is likely to get constant support from their organization compared to previous generations. This is one of the reasons to motivate Generation Z and make them stay with the organization. Besides that, this population also emphasizes honest, transparent, and authentic messaging from their leaders, peers, employers, and brands (Otieno & Nyambegera, 2019).

Competition in the workplace is tiring, and employees would feel stressed if they were immersed in an intense working environment. Thus, work-life balance becomes a problem that needs to be addressed by the organization (Lidija et al., 2017). According to Tjiptono et al. (2021), Generation Z in Malaysia is more concerned about work-life balance; they wish to be allowed to plan their private life and work. If they find that their work might lead to an unbalanced life, they will

skip taking on an important role or responsibility in the organization. In addition, this group of people will also tend to work with more socially or environmentally responsible organizations. 47% of Generation Z in Malaysia mentioned that they are willing to work with this kind of organization compared to other respondents from other countries (Tjiptono et al., 2021). Gaidhani et al. (2019) stated that Generation Z has a higher sense of concern for environmental problems.

Generation Z nowadays is educated, and they are more concerned about fair opportunities in the workplace. They value those employers who will provide equal chances for promotion at work or provide opportunities for employees to learn and advance professionally. They will also prefer to work with employers that treat workers ethically, respectfully, fairly, and transparently (Aziz et al., 2021). Based on Schroth (2019), Gen Z thinks that if their managers do not show respect to them, they will also show the same action to their managers. In this situation, the disrespect of managers also includes an unfair decision on them if Gen Z does not entirely understand the decision process and procedures, such as the allocation of projects and assignments or promotion. On the other hand, Gaidhani et al. (2019) mentioned that Generation Z prefers to work in an environment that fosters monitoring and provides learning and professional development opportunities. They think that the knowledge they receive in academics and education needs to reach the required skills to deal with real-life problems. In Otieno and Nyambegera (2019), Generation Z hopes their supervisors and managers will be one of the resources to guide them through their mistakes and the problems they face. They

also mentioned that they prefer “collaborative learning” instead of “telling” them what to do. This process included identifying their desired outcomes, setting specific goals, and enhancing their motivation by determining their strengths which can help them build self-efficacy (Schroth, 2019). Generation Z is more appreciative of leaders who can create a working environment that promotes inclusivity, curiosity, self-motivation, generosity, and perseverance (Aziz et al., 2021).

1.3 PROBLEM STATEMENT

Communication acts as necessary within an organization. Most of Generation Z is born in a technology era; they can adapt quickly to the latest communication channels and prefer honest, real-time, and collaborative digital communication (Otieno & Nyambegera, 2019). Generation Z are technological users, and although some of the population prefers face-to-face communication, it will also affect their ability to communicate with others, especially when communicating with the older generation in the workplace. In Raslie and Ting (2021), Gen Z communicates digitally 74%, and 26% in face-to-face communication. The study mentioned that if this group of people keeps relying on digital communication, it may cause them to miss out on learning vital communication skills, including listening, questioning, and interacting with others. Compared to the older generation, Generation Z could adapt to the technology within a short period of time, which will lead to an incompatible communication

style occurring in the workplace. This will create conflict and miscommunication between generations and individuals; hence, affecting the overall operations and productivity of the organization (Schroth, 2019).

Apart from the miscommunication of Generation Z in the workplace, technologies also caused this generation's lack of teamwork. Although Generation Z is considered more thoughtful and can process information faster than other generations, they are self-directed and might not be team players (Sriprom et al., 2019). Pichler et al. (2021) stated that the communication challenge that Generation Z will face is hard to adapt to face-to-face interaction with the team. Generation Z likes to work independently. Even though they are in a team, they tend to continue their work through Google Docs, and this generation can finish their tasks without sitting together but through the Google Docs system (Nicholas, 2020).

Furthermore, the impression of Generation Z given to the public is poor resilience. Based on Schroth (2019), most of Generation Z now grow up in a safe living environment, where most of them are overprotective of their parents. This situation indirectly causes their life skills to be removed from their living environment. Lack of life skills to survive can affect their mental and health development, such as emotional, social, and intellectual development, which makes it hard to lead them to become autonomous adults. Thus, it also affects their performance when entering the workplace, as they need to learn to take responsibility and make appropriate decisions in uncertain situations.

As Generation Z is an open-minded population, which means that they need motivation and require open communication between employees. These are one of the factors in making Generation Z stay with the company. Generation Z needs more motivation, training, and feedback. Once these demands and needs of Generation Z are not satisfied, it will make Generation Z find another employer within a short period, leading them to keep changing jobs and cannot be loyal to the same organization (Racolta-Paina & Irini, 2021).

1.4 RESEARCH OBJECTIVES

1. To identify the communication habits and attitudes of Generation Z in the workplace.
2. To find out the most effective way to maximize the value of Generation Z in the workplace.

1.5 RESEARCH QUESTIONS

1. What are the communication habits and attitudes of Generation Z in the workplace?
2. What is the most effective way to maximize the value of Generation Z in the workplace?

1.6 SIGNIFICANCE OF THE STUDY

This study aimed to contribute to and support existing employees in the workplace by providing insights into Generation Z's habits and attitudes. As Generation Z enters the workplace, the competition between the old and new generations of employees becomes more intense. This study will help those existing employees better understand Generation Z's habits and attitudes of Generation Z. This enables them to communicate and collaborate more effectively with this new generation. Additionally, this study can assist Generation Z in gaining self-awareness by applying relevant theories, helping them to navigate the workplace and build positive communication within the company, thereby reducing conflicts between generations. Moreover, this study can benefit the organization as well. Modern organizations require open-minded employees who can drive innovation and improve internal processes. Understanding the demands, needs, and requirements of Generation Z is crucial for organizations to harness the potential of this generation and retain them in the workplace.

Furthermore, insights gained by understanding the habits and attitudes of Generation Z can also be valuable for the Ministry of Higher Education in implementing more effective strategies to help Generation Z adapt to society and the workplace through education. This may include providing more internship opportunities to enhance their performance before entering the workforce. This study is significant to Generation Z's parents as they can have a better

understanding of their children and use this knowledge to improve communication and support their children in both life and the workplace.

1.7 SCOPE OF STUDY

The participants in this study were university students from the Klang Valley who had previous or current work experience. The aim of this study was to investigate Generation Z's communication habits and attitudes in the workplace and provide insights on maximizing their value within the company through effective communication. Besides, the theoretical frameworks used in this research were the Social Identity Theory and Maslow's Hierarchy of Needs Theory. The Social Identity Theory helped Generation Z identify their social status and position, understand their responsibilities in life and the workplace, and learn how to collaborate with diverse individuals and navigate power dynamics. Maslow's Hierarchy of Needs Theory helped in understanding the actual needs of Generation Z and how meeting these needs can serve as motivation in the workplace, ultimately maximizing their potential value. The research was conducted for approximately 5 months.

1.8 LIMITATIONS OF THE STUDY

The COVID-19 pandemic has impacted Generation Z regarding limited work experience, which may have affected the accuracy of responses in this

research. Additionally, the short duration of the research, conducted within a 2-month semester, was challenging due to the need to conduct research and gather resources within a packed timeframe. These limitations could potentially impact the results of the research.

1.9 DEFINITION OF TERMS

- **Generation Z**

Generation Z is known as the post-Millennial generation (Schroth, 2019). Generation Z comprises people born after 1995, between 1996 to 2011, and most of them are children of Millennials (Chillakuri & Mahanandia, 2018). They are true digital natives; they have been exposed to social networks since they were young. This group quickly collects information and sources by cross-referencing different sources and integrating virtual and offline experiences (Francis & Hoefel, 2022).

- **Communication style**

Based on Moreira and French (2019), communication style is a general way of communicating in different situations. According to Yuan et. al (2018), communication style also can refer to the specific ways that an individual delivers verbal and non-verbal signals during social interaction, depending on whom the individual wants to interact with and the ways the individual should be interpreted.

- Attitude

The attitude was established as a form of motivation towards some issues or activities, leading individuals to act in a certain way to meet their demands. Individual demands and needs are crucial in guiding or maintaining an individual's behavior (Iftode, 2019). Attitudes are the result of an individual's experience or upbringing. It has a powerful influence and affects how people behave in any situation. The attitudes can change from time to time and can also be positive or negative (Cherry, 2022).

- Workplace

Based on Winchester-Seeto and Piggott (2020), a *workplace* can be defined as a physical environment or venue where work is carried out. It includes not only the physical place but also the virtual environment. Besides, the workplace also comprises the working content, organization or organizational culture, and the interaction between individuals within the organization, which include engaging in work and communicating with their supervisor.

1.10 CHAPTER SUMMARY

In a nutshell, this chapter introduced the background of the study by explaining Generation Z, their working experience, and communication habits and attitudes. Then, the study stated the problems and issues that Generation Z will face in the workplace. The following were the research objectives and research

questions. This chapter included the significance of the study and what contribution the study makes to this society, following the scope of the study, the limitations, and the definition of the terms.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter, the researcher described a deeper view of workplace communication from a general perspective, as well as workplace communication among Generation Z. The researcher also explored the ways to maximize the value of Generation Z in the workplace by understanding their needs and demands. Additionally, this chapter included past studies to assess whether the study's objectives had been met and to answer the research questions. This chapter also provided a theoretical framework related to this research. By gaining a comprehensive understanding of Generation Z in this chapter, the researcher can examine their attitudes and communication habits and identify the most effective ways to enhance their value in the workplace.

2.2 WORKPLACE COMMUNICATION

Based on Cui (2021), workplace communication is an exchange process of information, knowledge, and ideas within the organization, and it can be verbal or non-verbal. Effective communication must be cultivated in the workplace to create a sense of confidence and help the employees grow their productivity. Different organizational cultures and backgrounds have different criteria for communication. Moreover, communication can be said to be necessary to unite the employees' behavior to ensure they align with the organization's mission and prevent them

from missing out on the deadline of the operations. Hence, good communication in the workplace can ensure that goals can be accomplished.

Workplace interaction is also a form of communication, as the employees must build a mutual understanding of work-related issues. When the employees collaborate effectively, it helps to build relationships (Mikkola & Valo, 2020). Workplace communication is a form of collaboration where everyone works towards the organization's objectives. It involves reaching a common understanding and allowing employees to discuss, negotiate, and commit to shared goals. Workplace communication can make tasks lighter through discussion, decision-making, and problem-solving. This could lead to healthy workplace communication and a high level of satisfaction at work. In the same study, it cannot be denied that the organization may face some challenges in communication due to the presence of diverse workers in different departments or projects, which can affect workplace communication. Conversely, if the employees lack an understanding of the company or communication skills, this will become a potential barrier that keeps the company from growing (Mikkola & Valo, 2020).

As mentioned above, workplace communication plays a crucial role in building employee relationships. The relationship between employees can directly affect an organization's survival and overall functioning. Communication facilitates the delivery of messages from employers to employees, coordinating activities, and completing tasks and responsibilities. Communication can also be

used to resolve organizational conflicts and avoid delays. However, workplace communication effectiveness depends on the company's culture, profile, and size. If there is a breakdown in workplace communication, it can disrupt the functioning of the organization, and the organization will not be able to leverage its potential strengths. So, it is vital to understand workplace communication so the organization can proactively improve it (Ebia & John, 2019).

2.3 WORKPLACE COMMUNICATION AMONG GENERATION Z

In Jha (2022), although Generation Z grew up in an electronic era, they are familiar with using technology to communicate with others. 72% of Generation Z seems to prefer physical communication, which is in-person communication in the workplace. 40% hope to interact with their employer face-to-face. However, this situation depends on their complicated situation; this makes them communicate in person instead of using technologies to avoid uncertainty. Based on Craen (2021) highlighted that Gen Z tends to communicate face-to-face with the authorities. Relationships and connections between managers and employees will result in face-to-face communication to build trust, especially for Generation Z, who just entered the workplace. In addition, there is not to say no to digital communication nowadays. The researchers mentioned that Generation Z prefers to interact with their employers physically, but digital communication aims to facilitate communication. Internal organizations can decide which content must be discussed or communicated via digital technologies such as a digital newsletter. If an

organization could utilize digital communication, it would not only be time-consuming but could build up employee relationships online. Internal digital communication can also effectively measure the organization's communication (Jha, 2022). Additionally, Generation Z is good at using technology and is comfortable with it; if some situation is needed, they expect their organization to make necessary investments in digital communication (Schooley, 2020).

By Graczyk-Kucharska and Erickson (2020), accepting and differentiating a new generation might be difficult because the employer needs to know the preferences of their communication way and their demographic profile. Creating a positive communication environment can encourage employees from different backgrounds to create innovation and positively impact communication, even if it is difficult. Thus, educating employees to accept the new communication method can let them be well-prepared for such workplace situations. Moreover, transparency and appropriate communication are also significant to Generation Z. During interviews with Generation Z, it is important to provide a clear description of their future workplace. They also expect interviewers to articulate the work value proposition and recruiting requirements. Timely feedback to both successful and unsuccessful interviewees is also crucial. Apart from that, Nguyen (n.d.) mentioned that Generation Z prioritizes direct, efficient workplace communication. Timely feedback within the organization can greatly contribute to the productivity and quality of their work. It is critical to provide consistent feedback with a concise and straightforward approach, especially when delivering negative feedback. Besides,

instead of telling them their weakness, providing an example and guidelines to let them improve are more valuable. Good communication in the workplace can show recognition and respect simultaneously.

2.4 MAXIMIZE THE VALUE OF GENERATION Z IN THE WORKPLACE

In Auguas (2019), effective leadership could help this generation boost their value. This group of people wishes their leader could lead by example with a serving heart. They hope their leader can explain what to do, from the general affairs to the details of the tasks and will not force the team members to do something they are not prepared to do. In this research, the researchers mentioned that a leader who leads by example has the highest rank in leadership discourse. If the leader could put their hands on and handle the tasks comfortably and calmly, they would be viewed as an effective leader, and members would tend to follow them. Secondly, Auguas (2019) mentioned that fellowship loyalty would increase for leaders who know their team well, finally directly enabling Generation Z to work with the company. Leaders willing to take time to understand their teammates will enhance the physiological contact and build the consciousness of the tasks distributed. This action could maximize the value of Generation Z in the workplace. Following Craen (2021), Gen Z employees are more looking forward to getting inspired by their leaders and are willing to follow the leaders who tend to improve the world. If the working environment that Generation Z is immersed in is positive, the skills of Generation Z can be well leveraged.

Generation Z emphasizes being appreciated and recognized, and they are easily motivated by a few words of praise. They hope to grow with value, feedback, and appreciation on them. Appreciation and recognition also contribute to expressing an opinion in the workplace, increasing confidence, and creating a positive working culture within the organization (“The Role of Appreciation in a Struggling Gen Z Workforce.”, n.d.). Morneau (2022) stated that celebrating Generation Z’s achievements will make them feel appreciated and will make them more productive. Celebrating their achievements will bring substantial emotional support to them as employers see their effort and contribution to the work. Besides, this is also a kind recognition of them as part of the organization; thus, they will think they are well-deserved. In Chillakuri (2020b), when an individual receives their employer’s support, they will have a sense of belonging and feel that being a part of a group member causes them to overcome their pressure well. This also makes them satisfied with their work and willing to align with the organization. This research also stated that a person with low perceived support from their employer is likelier to leave the organization. Communicating with Generation Z and understanding their demands and needs, and providing an appropriate work direction will make them more satisfied.

In Baldonado (2018), providing opportunities to let Generation Z grow is crucial. Managers can assign more challenging tasks to them in order to let them improve their technical skills as well as their personal skills. Moreover, increasing responsibilities will make them grow fast in the workplace and maximize their

value. This is because increased responsibilities mean that organizations have confidence in their ability to handle tasks. Apart from letting them grow in the workplace, managers also need to know the characteristics of Generation Z. They value work-life balance. Thus, arranging a reasonable working time is necessary to maximize their value in the workplace too.

According to Hansen (2022), Generation Z wishes the company could invest in them. They are expected to work in a more challenging environment and can continuously develop their potential skills. Providing continuous, high-quality training is also one of the ways to considerably maximize the value of Generation Z. Organizations provide the existing resources and knowledge that could support Generation Z's growth in the workplace to facilitate productivity as soon as possible. Younger workers prefer to expand their new skills to work better for the organization. This indirectly leads to lesser inequality in the workplace as Generation Z has a knowledge gap with other generations. They hoped to be allowed to participate in the experimental process, not just wait for their opportunity passively (Morneau, 2022).

2.5 DEMANDS AND NEEDS OF GENERATION Z

Rajaendram (2022) mentioned that work-life balance, well-developed opportunities, and mentorship are some factors that Generation Z is concerned about.

In Freedman (2022), compared to previous generations, Generation Z is unwilling to work with an organization that pays them the minimum wage. To make Generation Z stay with the organization, employers need to pay above the minimum wage to fulfill their demands. When Generation Z enters the workplace, they will be attracted by the tangible attributes of the organization (Nguyen Ngoc et al., 2022). The study shows that Generation Z requires a clear target and instructions from their employer, continuous job training, feedback, and comments on their working performance, and learning and development opportunities. Besides, this generation also pays attention to the social responsibility of an organization. They think that an organization is not only responsible for itself but also needs to commit its social responsibility to society.

Generation Z is more concerned about their financial and career development opportunities. Appropriate financial compensation can motivate them to work harder to pursue their goals, as they will feel more secure at the workplace. Once they feel secure, it will make them have good development in their work (“Gen Z Workers Value Mental Health — Here’s How You Can Support Them,” n.d.). In Agarwal and Vaghela (2018), Generation Z is known as being born

in a technological environment; this group of people has involved themselves in mobile technology since they were young. They are interested in holding different roles by immersing themselves in a continuously changing environment. Organizations can be flexible in switching working programmes to observe and offer more learning and development opportunities to this group of people.

Generation Z is also a population that is concerned about their work-life balance. Generation Z is not likely to sacrifice their private time to work overtime for the company. It is unavoidable to work overtime sometimes, but if the organization keeps asking them to spend extra time to complete the work, it might lead them to be demotivated and have lower morale, and finally cause burnout (Freedman, 2022). Implementing a work-life balance is a critical factor for a company and could help reduce mental health. During the Covid-19 pandemic, most of Generation Z have experienced working from home; thus, differentiating the time between work and play might be challenging for them. Hence, a policy that values their mental wellness is a must for this generation. For example, let them rest well during the weekends and avoid assigning extra tasks after the working period. These policies are good ways to help them set the boundaries between work and play and thus promote work-life balance among Generation Z (“Gen Z Workers Value Mental Health — Here’s How You Can Support Them,” n.d.).

Emotional support also plays a vital role among Generation Z. Based on Sakdiyakorn et al. (2021), this group of people thinks that being immersed in a

supportive, loving, and loyal circle is essential. These include strong ties in family relationships, experience with friends, and more. Interviewees in this research mentioned that their happiness appears when family and friends are there for them on their path in life. Emotional support is essential for this generation because this group might struggle between academic development and working. The pandemic also significantly impacted this generation's satisfaction with their workforce ("The Role of Appreciation in a Struggling Gen Z Workforce.", n.d.). In addition, Generation Z nowadays might start their career life earlier; they tend to be lonelier, struggle, and isolated to find a suitable job. Due to the pandemic, their onboarding process is more complicated than others (Chillakuri, 2020b). Thus, in order to reduce this kind of phenomenon in Generation Z, emotional support is what they seek in the workplace. According to Freedman (2022b), Generation Z does not tend to voice out the difficulties they face in their working environment, thus making this group of people bear more extensive pressure and mental and emotional stress.

According to Jha (2022), Generation Z also values being encouraged to express themselves openly and receiving respect from others. Generation Z is a group of people just entering the workforce, and they might be concerned that they will not get respect from others due to their age gap. Hence, this situation will derive from ageism in the workplace. This will cause Generation Z to struggle, as this will limit their development opportunities, leading Generation Z to refuse the traditional hierarchies. They desire to share their opinions and ideas within the company. In Benítez-Márquez et al. (2022), an organization contains various generations to

work together, and generational differences and gaps can lead to bias, misperceptions, and stereotypes. To fulfill the demands of Generation Z, human resources should figure out some strategies and not ignore the requirements of older generations to create a more inclusive environment. Moreover, Generation Z prefers more straightforward feedback on their performance. They hope to be informed about the expectations of their employers and hope to check on their tasks regularly (Schooley, 2020).

2.6 THEORETICAL FRAMEWORK

2.6.1 Social Identity Theory

Social identity theory can be applied to research on Generation Z as it helps them identify themselves within a group, which affects their self-concept and behavior. Based on Scheepers and Ellemers (2019), Generation Z individuals can shape their interactions based on their self-perceived identity by being aware of their group membership and the emotional significance of that group. For example, their attitudes towards employers or colleagues in the workplace may vary depending on their social identity and status. Besides that, social categorization, such as age, gender, religion, power relations, and organizational membership, also affects how Generation Z individuals assign themselves and others to different groups. Individuals with a strong sense of shared identity with their groups are more motivated and expected to work together towards common goals. This is applicable in organizational settings as well. When Generation Z employees share a common identity within the organization, it can foster better relationships and productivity.

Research by Ye et al. (2019) suggests that factors contributing to an individual's identification with a group are self-esteem, control, a sense of belonging, and a holistic life. If these basic needs are not met, it will make Generation Z feel disconnected from the group and reduce their identification with the group or organization. It will lower their motivation to contribute to the group or organization as unfavorable interpersonal experiences in the workplace can threaten these basic needs and result in lower morale and decreased commitment to the organization. According to Scheepers and Ellemers (2019), social identity theory can help individuals understand the actions, thoughts, and feelings of their team members and the organization.

2.6.2 Maslow theory

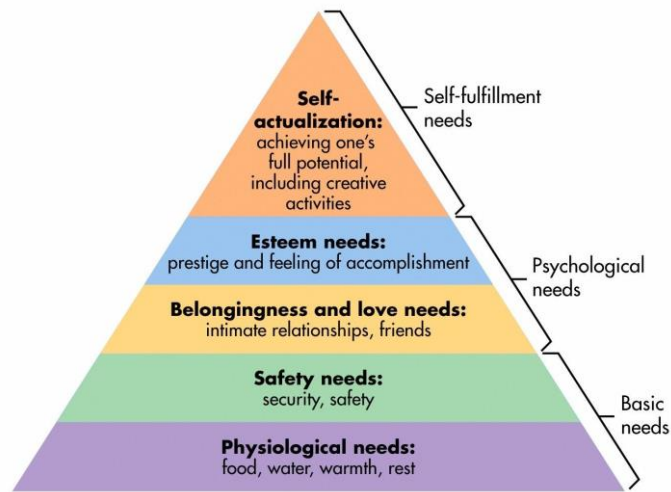


Figure 1. Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs can be a useful framework for understanding the needs of employees in an organizational setting. According to Hamid and Younus (2021), when employees' basic needs are not met, they can become demotivated. The longer these basic needs remain unfulfilled, the stronger the likelihood of experiencing dissatisfaction. In Suslova and Holopainen (2019), the Hierarchy of Needs can help individuals improve their lives by setting life goals, finding direction, and realizing their potential. Creating conditions that allow individuals to satisfy their own needs can motivate them to strive for higher-level needs.

In the context of this research, the level of esteem needs, and self-actualization are particularly relevant for Generation Z employees entering the workplace. Generation Z employees seek recognition for their achievements, respect from their peers and surroundings, and personal appreciation to stay

motivated at work (Suslova & Holopainen, 2019). As the workplace is competitive, Generation Z individuals need to fulfill their self-actualization needs by continuously improving their knowledge and skills. They also aim to express themselves through their creativity, contributing their unique perspectives and abilities to help organizations achieve better outcomes.

2.7 CONCEPTUAL FRAMEWORK

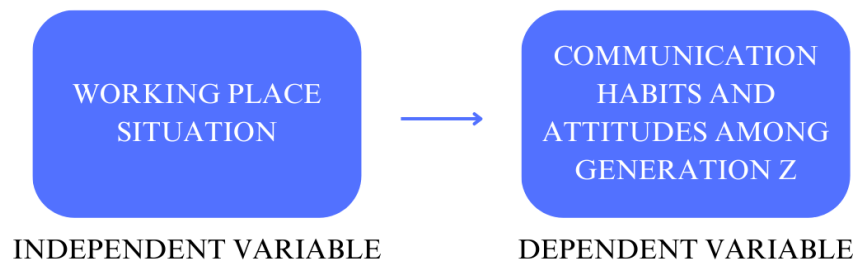


Figure 2. Conceptual Framework

The working environment plays a significant role in shaping Generation Z employees' communication habits and attitudes. A workplace that values open and effective communication encourages Generation Z to express their opinions, fosters positive communication habits among employees, and promotes innovation and improvement within the organization. On the other hand, a workplace with poor communication practices can lead to negative attitudes and habits among employees, including Generation Z. Generation Z employees prefer a collaborative working environment emphasizing teamwork and creativity, which may influence their communication style to be more inclusive. However, if they are immersed in a toxic and hierarchical work culture, it can lead to guarded and reserved communication habits among Generation Z employees. Hence, it may cause

decreased trust between employees and higher management. Additionally, being born in the technology era, Generation Z employees may rely more on digital means of communication, and their communication habits can be influenced by technology usage. They may have different preferences for virtual communication over in-person communication and may expect communication in the workplace to be fast and convenient.

Furthermore, the presence of multiple generations in the workplace adds to the diversity and inclusion within the working environment. Different generations of employees can make the organization have a positive environment, such as open and respectful communication, better collaboration, and greater understanding. Overall, the working environment significantly impacts Generation Z employees' communication habits and attitudes, and organizations can leverage these factors to create a supportive and inclusive workplace culture.

2.8 SUMMARY

In summary, the literature review allows researchers to conduct comprehensive research on Generation Z. By reviewing existing articles, journals, and news; researchers can better understand the topics related to this generation, which facilitates the collection of further data. This chapter highlighted what Generation Z seeks when they enter the workplace and how they expect their needs and demands to be fulfilled by organizations in order to work effectively. It

emphasizes the importance of addressing physiological needs among Generation Z, as fulfilling their demands and needs can indirectly enhance their value. Effective communication with Generation Z is also crucial in the workplace, as adapting to their communication style can foster a positive organizational culture and atmosphere. Overall, this chapter assists in having a deeper understanding of Generation Z and their expectations in the workplace.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

The methodology refers to the methods the researcher employs to investigate a specific topic, ensuring that the research results align with the research topic and area. This chapter outlined the research design, questionnaire design, sampling, research instrument, the process of testing reliability and validity of the questionnaire, the analysis of results, and the conclusion to illustrate how these components are intricately linked in the research process.

3.2 RESEARCH DESIGN

According to Rutberg and Bouikidis (2018), quantitative research involves using precise measurements to study phenomena through strict and well-controlled designs. When conducting quantitative research, the researcher must anticipate what to measure, as the researcher cannot predict the respondents' reactions. This allows for new responses to emerge, which can apply to the present research. Noyes et al. (2019) suggest that researchers can adopt pluralistic positions and utilize different options in different situations during the research process. Nardi (2018) also highlights that quantitative research is suitable for researchers who need to analyze and understand survey research in journals critically.

3.3 QUANTITATIVE RESEARCH

Quantitative research is appropriate when precise results are required for a study or research project. Utilizing quantitative research methods allows for the use of figures and statistics to provide a more accurate analysis of the survey results, aligning with the present study's needs. As the target population for the research included Gen Z individuals with work experience, a wider range of respondents was expected. Therefore, distributing an online questionnaire is deemed less time-consuming and more convenient for the researcher to conduct the research. Hence, data will be collected from the target population through an online survey.

3.4 QUESTIONNAIRES DESIGN

The research questions of this study were set to find out the communication habits and attitudes of Generation Z and to find out the effective way to maximize their value in the workplace. In the previous chapter, the researcher identified three research areas related to the research topic to obtain more accurate responses from the target respondents. The questionnaire was designed and distributed to gain a comprehensive understanding of the target respondents' perspectives. The questionnaire consisted of four sections, with a total of 37 questions. Section A focused on the demographic profile of the respondents, while Section B aimed to explore workplace communication among Generation Z, Section C was to find out the way that can maximize the value of Generation Z. The last section, Section D,

was to examine the needs and demands of Generation Z in the workplace. Section A and B used closed-ended questions, while Section C and D used the Likert scale.

3.5 SAMPLING

The target population of the research was Generation Z, existing university students from Klang Valley. As this population is a large group, about 100 people from this population were selected as the sample to answer the questionnaires. Students who had past working experience were targeted to participate in this survey. All respondents were requested to answer honestly based on their experiences and feelings.

3.6 RESEARCH INSTRUMENTS

To collect data for the study, the researcher created a questionnaire by using Google Forms and distributed it to the target respondents via Microsoft Teams, WhatsApp, and social media platforms to maximize engagement. The questionnaire consisted of approximately 37 questions related to the research topics. The researcher aimed to gather a target of 100 responses within one week. All respondents were required to answer all the questions in order to assist the researcher done the further research. The researcher consulted and let the faculty supervisor underwent a comprehensive evaluation to make sure the questionnaire was appropriate to distribute. Moreover, the researcher considered the interests and

possible situations faced by the target population to enhance the reliability and validity of the responses. Once the responses are collected, the data will be exported to an Excel sheet and analyzed using the SPSS system.

3.7 RELIABILITY AND VALIDITY

The researcher conducted a pilot test of the questionnaire to ensure that respondents can understand the questions being asked and to validate the reliability of their answers. The pilot test helps to identify potential risks during the data collection process. Approximately ten individuals participated in the pilot test and feedback was given by the specific individuals. Amendments were made and restructured regarding the feedback to increase the reliability of the questionnaires. Additionally, based on Azraii et al. (2021), to measure the reliability of the data, a result below 0.5 is considered low reliability, a result ranging from 0.5 to 0.8 is considered moderate, and a result above 0.8 is considered reliable.

3.8 RELIABILITY TEST RESULT

The data collected from the respondents was crucial for the researcher to continue with further analysis. The items in the questionnaires should reach a specific level of Cronbach's Alpha, which means they were reliable in measuring the respondents' data and ensuring the reliability of the questionnaires. The questions in each section were relevant to the research topics, and the collected data

were summarized by using SPSS to generate an index number for each item. According to Price et al. (2022), a higher index value indicates a more precise measurement. A Cronbach's Alpha value of 0.7 or above is considered an adequate result. Besides, Taber (2018) also supported that Cronbach's Alpha value of 0.7 or higher indicates an acceptable internal consistency. Before the distribution of the questionnaires, the pilot test conducted by the researcher for this study resulted in a Cronbach's Alpha score of 0.886 (Table 1), which was considered reliable based on past studies.

Table 1: Pilot Test Result

Reliability Statistics

Cronbach's Alpha	N of Items
.886	30

3.9 CHAPTER SUMMARY

In conclusion, the questionnaire used in this study comprised four sections. Section A: demographic profile of Generation Z; Section B: Workplace communication among Generation Z; Section C: Maximize the value of Generation Z; and Section D: The needs and demands of Generation Z. The questionnaire results were analyzed with the responses of the targeted respondents. After the pilot test was conducted, the questionnaire was distributed to the targeted respondents for data collection. This chapter also provided details on the process of data collection and the instrument used in this study. Additionally, some aspects related to methodology such as sampling, research instrument, reliability, and validity, were thoroughly described in this chapter.

CHAPTER 4

DATA ANALYSIS

4.1 INTRODUCTION

This chapter explained the process of analyzing the data of the respondents collected from the distributed questionnaire. The researcher aimed to collect 100 responses for this study. This chapter included the demographic profile and the data findings from the respondents. The data were analyzed by using the SPSS system once the data were collected. Descriptive analysis was used to summarize the findings of the respondents.

4.2 DEMOGRAPHIC PROFILE

About 101 responses were received. This analysis discussed six elements of the respondents' demographic profile. Those elements included gender, age, educational institution, educational background, work experience, and job status.

Table 2
Demographic profile of respondents

Demographic profile	Frequency	Percentage (%)
Gender		
Female	70	69.3
Male	31	30.7
Age		
18-21	29	28.7
22-25	72	71.3

Table 2 provided the gender distribution among the respondents in this study. Most participants were female, accounting for 69.3% of the total, with

approximately 70 respondents. Males comprised 30.7% of the participants, with 31 respondents. The research specifically targets existing university students aged 18 to 25, classified as Generation Z. Among the target respondents, 28.7% (29 persons) were aged between 18 to 21, while 71.3% (72 respondents) were aged 22 to 25.

Table 3
Demographic profile of respondents

Demographic profile	Frequency	Percentage (%)
Education Institution		
Universiti Tunku Abdul Rahman (UTAR)	53	52.5
TARUMT	28	27.7
Sunway University	4	4
Taylor University	2	2
UCSI	1	1
University Malaya	2	2
Others	11	11
Education Background		
Foundation	8	7.9
Diploma	3	3
Bachelor of Degree	90	89.1

Table 3 presented the distribution of respondents from various universities. The majority of participants, accounting for 52.5% (53 persons), were from Universiti Tunku Abdul Rahman (UTAR), followed by 27.7% (28 persons) from TARUMT. Sunway University had approximately 4% (4 people) of the participants, while Universiti Malaya had 2% (2 persons). Taylor University and USCI had 1% (1 person) each, and the remaining 11 respondents (11%) were from other universities that were not listed as options by the researcher in the

questionnaire, including Help University, UOW KDU, UMS, Masha, Berjaya Collage University, APU, BAC, and more.

In terms of the respondents' current educational background, the largest group, comprising 89.1% (90 participants), were studying for a bachelor's degree. 7.9% (8 persons), were enrolling in a foundation program in their university, while the smallest group, with only 3% (3 persons), were studying for a Diploma.

Table 4
Demographic profile of respondents

Demographic profile	Frequency	Percentage (%)
Working Experience		
Yes	95	94.1
No	6	5.9
Job-status		
Part-time worker	14	13.9
Student	87	86.1

Table 4 showed that 95 participants (94.1%) had past work experience, while only 6 participants (5.9%) had no work experience. Besides, among the respondents, 87 participants (86.1%) were currently enrolled in their studies, while 14 participants (13.9%) were part-time workers, indicating they had a part-time job besides their present studies.

4.3 DATA ANALYSIS FOR RESEARCH QUESTION 1

Table 5
Data Analysis for Research Question 1

No	Questions	Mean	Std. Deviation
1	What kind of workplace communication do you prefer?	1.84	0.367
2	What kind of workplace communication can greatly increase your work efficiency?	1.90	0.300
3	What kind of workplace communication can let you receive information clearer from higher management?	1.92	0.271
4	Can face-to-face communication resolve conflicts?	1.97	0.171
5	Do you think that face-to-face communication can build a good relationship between colleagues?	1.98	0.140
6	Do you think that digital communication is required in the workplace?	1.97	0.171
7	Do you think that digital communication is time-consuming compared to face-to-face communication?	1.64	0.481
8	Besides face-to-face and digital communication, is transparent communication important in the workplace?	1.90	0.300
9	Do you think that feedback from higher management has a significant role in the workplace?	1.99	0.100

In Section B of the questionnaire, titled "Workplace Communication among Generation Z," data was collected to fulfill the first research question of the study. There were nine multiple-choice items that aimed to determine the preferred types of workplace communication among Generation Z. The mean scores were used to

determine the level of preference for each communication type. A higher mean score indicates a higher preference.

The results showed that the item, *"Do you think that feedback from higher management has a significant role in the workplace?"* had the highest mean score (M=1.99, SD=0.1), which implied that Generation Z values feedback from higher management in the workplace. Next, the item *"Do you think that face-to-face communication can build a good relationship between colleagues?"* had the second highest mean score (M=1.98, SD=0.140). This shows that the respondents agreed that face-to-face interaction could foster positive relationships among colleagues. Next, the items *"Can face-to-face communication resolve conflicts?"* and *"Do you think that digital communication is required in the workplace?"* both shared the same mean score (M=1.97, SD=0.171). This suggested that Generation Z believes that face-to-face communication can help resolve conflicts in the workplace, and they require the adoption of digital communication in the workplace.

Based on these findings, Generation Z values feedback from higher management and face-to-face communication with colleagues. They also recognize the importance of digital communication in the workplace since they have appeared to be proficient in handling both types of communication simultaneously.

4.4 DATA ANALYSIS FOR RESEARCH QUESTION 2

Table 6
Data Analysis for Research Question 2

No	Question	Mean	Std. Deviation
1	I think leadership is important in a workplace.	4.39	0.916
2	A good leadership can motivate me to contribute more effective work.	4.37	0.891
3	An effective leader can leverage my skills in the workplace.	4.32	0.871
4	I hope my contribution is appreciated and recognized.	4.39	0.836
5	I have the courage to voice out when my effort is appreciated.	4.03	0.911
6	Being recognized and appreciated can increase my confidence and produce high-quality work.	4.38	0.893
7	Employer support makes me satisfied with my work.	4.24	0.862
8	I like challenging tasks at work.	3.60	0.861
9	Challenging tasks make me feel more responsible for accomplishing them.	3.77	0.882
10	Providing training can lead me to produce high-quality work.	4.20	0.872

Research question 2 of this study was to find out the effective ways to maximize the value of Generation Z in the workplace. The data for this section were measured using a Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). According to Table 6, the items *"I think leadership is important in a workplace"* and *"I hope my contribution is appreciated and recognized"* achieved the highest mean scores (M=4.39, SD=0.916) and (M=4.39, SD=0.836),

respectively. This shows that Generation Z considers leadership to be a critical factor in the workplace, and they are also concerned with recognition and appreciation for their contributions. Next, the item *"Being recognized and appreciated can increase my confidence and produce high-quality work"* had the second-highest mean score (M= 4.38, SD=0.893), which means that Generation Z believes that recognition and appreciation can be viewed as motivators for producing high-quality work. The item *"A good leadership can motivate me to contribute more effective work"* had the third highest mean score (M= 4.37, SD=0.891), suggests that Generation Z highly emphasizes effective guidance from their leader, which can help them complete their tasks more efficiently.

In conclusion, the findings from this table indicate that Generation Z respondents in this study emphasize the leadership and recognition of their contributions in the workplace, and they serve these factors that can maximize their value in the workplace.

4.5 CHAPTER SUMMARY

In summary, the SPSS system was used in this study as the primary measuring tool to fulfill the research questions of this study. The researcher conducted a descriptive analysis to analyze the results. All respondents in this study were appropriate target audiences, and their data greatly contributed to the analysis. The three highest means from each section were used to determine the most relevant

findings for the study. The further discussion and conclusion were explained and included in the next chapter.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 INTRODUCTION

In Chapter 5, the researcher elaborated a detailed explanation of the researcher's discussion based on the findings and outcomes from the previous chapter to observe whether the research question was met. Additionally, the researcher highlighted the potential contributions of this study to various stakeholders, such as work industries, educational institutions, and parents, through the study's implications. Furthermore, the researcher also provided recommendations based on the research process to assist future researchers in conducting the studies more comprehensively.

5.2 DISCUSSION

This study aimed to identify the communication habits and attitudes of Generation Z in the workplace and find out the most effective way to maximize their value. Generation Z is known to possess huge potential for workplace development. Past studies proved that Generation Z is highly malleable as they have unique ways of handling tasks and emphasize workplace communication for their career growth. The questionnaire was distributed to the targeted respondents, university students aged 18-25. In the first section of the questionnaires, respondents were required to fill in their demographic information, including their work experiences and current job status, to determine whether they met the study's requirements. They were required to choose their preferred communication

methods in the workplace in the following section. Next, the third section also assessed factors that can help to maximize their value in the workplace. The questionnaire received responses from 101 participants, resulting in different answers from various perspectives. The collected data was then analyzed by using the SPSS system to explain the result further. Based on the findings from the last chapter, the researcher found out the communication habits and attitudes of Generation Z in the workplace and determined the most effective way to maximize their value in the workplace.

5.3 FINDINGS

5.3.1 What are the communication habits and attitudes of Generation Z in the workplace?

According to the findings, it showed that Generation Z values higher management feedback and comments. Chillakuri (2020b) highlighted that Generation Z prefers in-person feedback and coaching, and they also expect innovative and instant feedback from higher management. Böhlich and Axmann (2020) revealed that 88% of Generation Z consider feedback from their managers to be significant. However, some members of Generation Z may struggle to receive feedback. Approximately two-thirds of employers hope that younger employees can provide explanations when receiving negative feedback from management. As Racolta-Paina and Irimi (2021) mentioned, HR specialists have identified that Generation Z requires constant support and feedback in the workplace. Annual or biannual feedback is deemed insufficient for Generation Z, as they are the ones who are willing to accept feedback on work processes, inter-generational relationships,

and attitudes regarding the organizational culture. It stated that the feedback from higher management must be personalized and delivered informally. Existing organizations that employed Generation Z have implemented various managerial strategies to attract, motivate, and retain their younger generation workers. Besides, most organizations that want to retain Generation Z employees prioritize transparent communication and operations to cater to Generation Z's needs and demands in the workplace (Racolta-Paina & Irini, 2021).

Taylor (2020) stated that to fully develop the potential of Generation Z, feedback should be provided weekly and need to be measurable. Managers are encouraged to offer Generation Z opportunities to voice their opinions and feedback to improve overall communication and work performance. In this situation, Generation Z also has high expectations of their managers to answer their questions honestly as they value guidance and mentoring in the workplace, despite their tendency towards entrepreneurship and autonomy. Although this group of people are technology experts, some of them may feel overwhelmed by the rapid pace of information change on the Internet, which causes them difficult in differentiating between true and false information. Therefore, they realize the importance of receiving feedback from their leaders in guiding them within the workplace. While Generation Z desires autonomy in the workplace, they could also be good team players when their employers provide appropriate feedback (Bulut & Maraba, 2021).

5.3.2 What is the most effective way to maximize the value of Generation Z in the workplace?

Based on the research findings, effective leadership is a crucial factor in maximizing the value of Generation Z in the workplace. Nikolic (2022) noted that Generation Z values leaders who treat them seriously and consider their opinions and feedback, despite they are being young and lack of work experience. It also mentioned that leaders who demonstrate positive leadership behaviors and provide opportunities for self-development could motivate and satisfy Generation Z. Auguas (2019) found that Generation Z is prefer leaders who practice team orientation and utilize the strengths of the team. This kind of leader is more influential and able to understand Generation Z's ambitions and personal goals, which contribute to maximizing their value in the workplace. Generation Z can collaborate well with leaders who use a collaborative leadership style rather than a commanding style ("Recruiting, Training and Leading the Next Generation.", 2019). This is because traditional leadership methods may cause communication gaps with this generation, as the study results showed that 53% of Gen Z workers prefer inspiring and accessible leadership in the workplace ("Recruiting, Training and Leading the Next Generation.", 2019). Sharma and Pandit (2020) further revealed that Generation Z expects senior leaders to act as their mentors at work and provide guidance and support to them.

Based on the findings, Generation Z also strongly emphasizes recognition and appreciation for their contributions in the workplace (Aggarwal et al., 2020). This generation is highly motivated by rewards, and they seek fulfilling career

experiences, which drives them to pursue their career opportunities aggressively. To retain talented Generation Z employees, most organizations promote a supportive working environment that recognizes and appreciates their work, as dissatisfaction with work can lead to a hostile working atmosphere. Aggarwal et al. (2020) found that factors such as organizational commitment, reward and recognition, compensation, and benefits significantly impact Generation Z. Being unappreciated at work is a primary factor that can demotivate Generation Z, leading them to consider quitting their jobs. Based on Pichler et al. (2021), individuals will increase their perception of the organization when their work is recognized. Acheampong (2020) further supports that recognition for performance is one of the factors that can motivate Generation Z to develop personally and professionally.

5.4 CONCLUSION

To summarize this study, Generation Z has some unique characteristics compared to the other generations. This generation receives a lot of stereotype criticism, no matter in what aspect. To let people better understand this generation, the researcher did a study about Generation Z. In this study, the researcher recognized that communication is essential for Generation Z to increase their productivity at their work. Based on the study result, Generation Z especially values communication with higher management, as they are willing to receive feedback and learn something new from their work; this highlights that transparency and communication are crucial in the workplace. Besides, constant feedback and

receiving constructive criticism can help them improve their performance and make sure they are on the right track.

In addition, being recognized and appreciated can maximize the value of Generation Z to and contribute more to the company. The organization needs to observe what Generation Z employees did and give them specific responses and recognition to make them feel appreciated. Although this is not only a method to motivate them, but it can also help Generation Z stay with the organization. To truly harness the potential of Generation Z, it is crucial to tailor the workplace environment. Past studies showed that Gen Z is highly adaptable and receptive to guidance and feedback. Therefore, providing the right kind of communication and support can assist the organization foster a culture of growth and development effectively. By understanding Generation Z's communication habits and attitudes, organizations can create a workplace culture that meets their needs and demands, enabling this group of people to reach their full potential in the workplace.

5.5 IMPLICATIONS OF THE STUDY

This study can contribute to existing organizations by providing valuable insights into the communication habits and attitudes of Generation Z, which can help the present employees get along with the new generation. Besides, this study will also help the organization retain Generation Z's talent. To maximize the value of this population, the organization must understand their needs and demands in

order to make them satisfied with their work. As Maslow's Theory mentioned, when an individual's demands are fulfilled, it will satisfy the worker and lead to a more productive working environment.

Additionally, Generation Z individuals can better understand themselves through this study by referring to and exploring the Social Identity Theory. They can facilitate their professional and personal growth in the workplace, and they will have better self-awareness and know how to conduct better communication with their colleagues by knowing the theory. Furthermore, the Ministry of Higher Education can leverage the insights gained from this study to execute more effective programs that can facilitate the transition of Generation Z into the future workplace. The university can offer more internship opportunities or mock practical working environments to help Generation Z be well-prepared before entering the workforce. Lastly, this study can benefit Generation Z's parents, as they can look into their children's communication habits and attitudes through this study. This is because children will show their different sides in front of different people. Hence, this study can help those parents understand and communicate with their children more effectively.

5.6 RECOMMENDATIONS

Generation Z is the future of society; they prioritize communication in their work. It is important to acknowledge that communication is not a one-way process; it must be conducted between two parties. Apart from knowing how Generation Z communicates, this study also shows that organization is also a key factor in making communication with Generation Z successful. Therefore, it could help to maximize Generation Z's value and bring advantages to the organization. Based on this study, the researcher would like to recommend that future researchers do deeper research on Generation Z by using the qualitative method. This is because, through the interviews, such as face-to-face interviews, those respondents can express deeper thoughts and make the data more accurate. The researcher also recommends that future researchers could expand the demographic profile of the targeted respondents, it could be all Generation Z in Malaysia or even expand to international respondents so that the researcher could get wider data and observe the differences between Generation Z that come from different countries.

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APPENDIX

Appendix A Questionnaire



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MAXIMIZING THE VALUE OF GENERATION Z IN THE WORKING PLACE BY KNOWING THEIR COMMUNICATION HABITS AND ATTITUDES AMONG KLANG VALLEY.

Dear respondents,

I am Cui Bun, a final year undergraduate student of Bachelor of Corporate Communication, Universiti Tunku Abdul Rahman (UTAR). I am conducting a research survey as a part of my project. This survey aims to find out Generation Z's communication habits and attitudes and how to maximize their value in the workplace among Klang Valley. Your participation in this survey is greatly appreciated and greatly contributes to my project.

The survey contains **4 sections** and should only take approximately 5 to 8 minutes. **You are required to answer all the questions, and all the answers will be kept confidential.**

Thank you in advance for your time and assistance.

Acknowledgements

- I hereby consent and agree to participate in this research.

Section A: Demographic Profile

1. Gender
 - a. Male
 - b. Female
2. Age
 - a. 18-21
 - b. 22-25
3. Education institution
 - a. Universiti Tunku Abdul Rahman (UTAR)
 - b. TARUMT
 - c. Sunway University
 - d. Taylor University
 - e. USCI
 - f. University Malaya
 - g. Others
4. Education level
 - a. Foundation
 - b. Diploma
 - c. Bachelor of Degree
 - d. Master
5. Do you have any work experience?
 - a. Yes
 - b. No
6. Job-status
 - a. Student
 - b. Part-time worker

Section B: Workplace communication among Generation Z

Below statements are about workplace communication among Generation Z. Please choose the answer that you consider appropriate.

1. What kind of workplace communication do you prefer?
 - a. Face-to-face communication
 - b. Digital communication.
2. What kind of workplace communication can greatly increase your work efficiency?
 - a. Face-to-face communication
 - b. Digital communication
3. What kind of workplace communication can let you receive information clearer from higher management?
 - a. Face-to-face communication
 - b. Digital communication
4. Can face-to-face communication resolve conflicts?
 - a. Yes
 - b. No
5. Do you think that face-to-face communication can build a good relationship between colleagues?
 - a. Yes
 - b. No
6. Do you think that digital communication is required in the workplace?
 - a. Yes
 - b. No
7. Do you think that digital communication is time-consuming compared to face-to-face communication?
 - a. Yes
 - b. No
8. Besides face-to-face and digital communication, is transparent communication important in the workplace?
 - a. Yes
 - b. No
9. Do you think that feedback from higher management has a significant role in the workplace?
 - a. Yes
 - b. No

Section C: Maximize the value of the Generation Z in the workplace.

Below statements are about maximizing the value of Generation Z in the workplace. Please choose whether you Strongly agree, Agree, Neutral, Disagree, or Strongly Disagree.

Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

No	Statements	Likert scale				
		1	2	3	4	5
1.	I think leadership is important in a workplace.					
2.	A good leadership can motivate me to contribute more effective work.					
3.	An effective leader can leverage my skills in the workplace.					
4.	I hope my contribution is appreciated and recognized.					
5.	I have the courage to voice out when my effort is appreciated.					
6.	Being recognized and appreciated can increase my confidence and produce high-quality work.					
7.	Employer support makes me satisfied with my work.					
8.	I like challenging tasks at work.					

9.	Challenging tasks make me feel more responsible for accomplishing them.					
10	Providing training can lead me to produce high-quality work.					

Section D: Demands and needs of Generation Z in the workplace.

The below statement is about the demands and needs of Generation Z in the workplace. Please choose whether you Strongly agree, Agree, Neutral, Disagree, or Strongly Disagree.

Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

No.	Statements	Likert scale				
		1	2	3	4	5
1.	I think wage is one of the demands of work.					
2.	I can't work with an organization that offers me low wages.					
3.	I think feedback from higher management is essential in a workplace.					
4.	I think it is a must to have open and honest communication within an organization					
5.	I am concerned about the work-life balance.					
6.	I will quit if the organization keep requiring me to work overtime.					
7.	I am willing to learn from my colleagues during my work.					
8.	I hope my supervisor can guide me on what to do instead of giving me an order.					

9.	I am concerned about my career development.					
10.	If the organization do not care about my development in the workplace, I will leave the company.					
11.	I think emotional support within an organization is required.					
12.	When I get sufficient emotional support, it will make me get satisfied with my work					

Maximizing the value of Generation Z in the workplace by understanding their communication habits and attitudes.

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