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Ozturk, Uygur; Yildirim, Elvan

## Article

### The evaluation of generation Z in innovation of career success : comparative analysis with generation Y

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## Kontakt/Contact

ZBW – Leibniz-Informationszentrum Wirtschaft/Leibniz Information Centre for Economics

Düsternbrooker Weg 120

24105 Kiel (Germany)

E-Mail: [rights\[at\]zbw.eu](mailto:rights[at]zbw.eu)

<https://www.zbw.eu/econis-archiv/>

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**THE EVALUATION OF GENERATION Z IN INNOVATION OF CAREER SUCCESS:  
COMPARATIVE ANALYSIS WITH GENERATION Y****Uygar Ozturk,**  **ORCID:** <https://orcid.org/0000-0003-2267-0497>

Ph.D., Bitlis Eren University, Turkey

**Elvan Yildirim,**  **ORCID:** <https://orcid.org/0000-0002-9082-8850>

Ph.D., Associate Professor, Sakarya University, Turkey

**Corresponding author:** Uygar Ozturk, [uygarozturkk@gmail.com](mailto:uygarozturkk@gmail.com)**Type of manuscript:** research paper

**Abstract:** *The concept of innovation is experienced in generations, as in many other concepts. Intergenerational research, which has been the subject of scholarly inquiry for a considerable period, sheds light on this phenomenon. Despite the extensive attention given to intergenerational mindsets, only some studies have specifically examined the Z generation, who have recently entered the workforce. Notably, attitudes towards innovation vary across generations, with behaviours salient among the Y generation potentially being less relevant for the Z generation. This seems to herald an important difference. It also reveals the importance of deciphering the entire generation Z. Thus, it is paramount to investigate the attitudes and behaviours of the Z generation toward innovation in the business world. Furthermore, it is pertinent to note that career success is linked to innovation. This study focused on objective and subjective measures of career success. It examines the perception of subjective career success between Generation Z and Generation Y and the current situation of objective career success. Objective career success is the achievement of career-related criteria that all individuals can assess uniformly. In contrast, subjective career success refers to the individual's perception of their success in their career. To measure these constructs, questions and scales were utilized in the research. The sample for the study was composed of 419 individuals from Generation Z and 470 individuals from Generation Y. A quantitative research method was employed to analyse the data, utilizing descriptive statistics, factor analysis, correlation analysis, and independent t-test. The findings indicate that objective and subjective career success perception higher among Generation Y than Generation Z. Looking at the sub-dimensions in the findings of the research, the averages of the Y generation are higher than the Z generation in the sub-dimensions of salary and status, recognition, growth, and development. On the other hand, the average of the Z generation is significantly higher in the personnel life sub-dimension known as work-life balance. Research results and literature show little differences. This study offer valuable insights for businesses, human resources departments, and interdisciplinary researchers. It also aimed to contribute to the literature on career success for the Z generation, who has just entered the business life.*

**Keywords:** career success, innovation, Generation Y, Generation Z, work-life balance**JEL Codes:** M12, M14, O15, O35.**Received:** 15 April 2023**Accepted:** 28 May 2023**Published:** 30 June 2023**Acknowledgment:** This study is an original article created with the data taken from the doctoral thesis prepared by Uygar Ozturk, supervised by Elvan Yildirim.**Funding:** There is no funding for this research.**Publisher:** Academic Research and Publishing UG, Germany.**Founder:** Sumy State University and Academic Research and Publishing UG (i.G.), Germany.**Cite as:** Ozturk, U., & Yildirim, E. (2023). The Evaluation of Generation Z in Innovation of Career Success: Comparative Analysis with Generation Y. *Marketing and Management of Innovations*, 2, 115–126. <https://doi.org/10.21272/mmi.2023.2-11>Copyright: © 2023 by the author. This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

**Introduction.** Contemporary businesses must be cognizant of the evolving workforce structure and remain receptive to new advancements. Organizations with broader outlooks must strive to fulfil the expectations and requirements of highly skilled workers to sustain a competitive edge, adopt a proactive stance, and establish a unique position within their industry (Arar and Oneren, 2018). It is essential to understand Generation Z, whose representation in the labour market is predicted to rise steadily each year and capitalize on its inherent character strengths.

The Generation Z cohort, widely regarded as an innovative and forward-thinking generation, constitutes contemporary firms' most recently recruited employees. Ayhun (2013) asserts that Generation Z is recognized for its propensity to follow technological advancements closely and to exhibit a greater inclination to engage with digital technologies than any preceding generation. As such, this generation is considered to have a comparative advantage in self-development, owing to unprecedented access to digital tools and resources (Akar, 2015). Given the ongoing technological revolution, the advent of Industry 4.0 presents numerous opportunities for Generation Z, given their proficiency in digitalization from birth. The convergence of labour supply and demand in the new labour market that Industry 4.0 is set to create, in turn, could mitigate the incidence of structural unemployment from a macroeconomic perspective. Given their significance to various stakeholders, there is a pressing need to comprehend the Generation Z cohort's characteristics, needs, qualities, and working styles. Nevertheless, Singh and Dangmei (2016) contend that little empirical research has been undertaken to illuminate these facets of Generation Z.

The current labour market exhibits a marked shift in its employment structure, primarily driven by the influx of the Generation Z cohort. As the proportion of Generation Z employees increases, it is incumbent upon employers and human resource managers to revise their recruitment, motivation, and retention strategies. Failure to do so may impede companies from attracting and retaining the most talented candidates from the Generation Z cohort. In addition, it may result in a lack of inspiration and motivation among these employees, adversely impacting organizational performance (Singh and Dangmei, 2016).

Innovation within the realm of career development has been a topic of interest in recent literature. The traditional linear career model has given way to a more boundaryless and self-directed approach (Arthur and Rousseau, 1996; Briscoe and Hall, 2006). Such changes imply a shift in the definition of career success and the factors contributing to its attainment (Dries et al., 2008). Additionally, the composition of the workforce is transforming about generational structure. While the representation of X and Y generations in the workforce is decreasing, the representation of the Z generation is rising.

Recent studies have predominantly focused on the subjective assessment of innovative career success, yet it is imperative to underscore the significance of its objective interpretation (Chudzikowski, 2011). Notably, the uncertainty surrounding career determination remains widespread among Generation Z, with the majority exhibiting hesitation and confusion about their future career choices (Yulianto, 2012). This predicament demands further research, considering the complexity of career transitions and Generation Z's perplexity. Consequently, this multifaceted confusion necessitates additional scholarly investigation. Despite the innovative strides in evaluating career success, it is evident that traditional career success continues to retain its prominence.

Generation Z, the most recent cohort to enter the workforce, is an innovative generation that still needs research. To date, scholarly inquiry on this cohort has primarily focused on students, with limited studies exploring their workplace behaviour (Berhate and Dirani, 2021). Given this dearth of research, deciphering the characteristics of the Z generation in the workplace poses a significant challenge. However, with the growing presence of Generation Z in the workforce alongside two other generations, managers must understand the operational characteristics of each cohort to cultivate a harmonious work environment. It entails comprehending the Z generation's work attitudes and their psychological, sociological, and conceptual frameworks regarding work. Consequently, further research is required to address the gap in knowledge about this cohort's behaviour in the workplace.

Research shows that each generation has different attitudes and behaviours toward work (Harber J., 2011). These characteristics are shaped by social, economic, and political events that unfold during their formative years. Given these circumstances, each generation's objective and subjective career success can vary significantly. Consequently, it is crucial to understand each cohort's career success, career satisfaction, career goals, and success criteria. Furthermore, the differences between the new and preceding generations in the business sphere must be acknowledged, particularly during this innovative transition. The criteria that underscore these distinctions must also be carefully examined.

The study aimed to examine the objective career success and subjective career success perceptions of the emerging Generation Z. Furthermore, the employed Generation Y was included in the analysis to facilitate

comparisons and gain insights into the multifaceted nature of career success perceptions. By delving into these comparative analyses, the study sought to elucidate the nuanced perspectives on career success held by individuals from different generational cohorts.

**Literature Review.** The concept of career success encompasses the cumulative positive work and psychological outcomes resulting from an individual's work experiences (Seibert et al., 1999). Career success, as a fundamental component of career literature and practice (Parry et al., 2012), has historically consisted of both objective and subjective elements (Lirio, 2006). Traditional notions of career success are based on external criteria that can be measured and evaluated simultaneously. Such criteria include position, status, and salary (Hall, 1976), which are universally regarded as indicative of career success. The salient aspect of these criteria is that they are perceived as circumstances that define career success uniformly for everyone. For instance, if an individual occupies a general manager position, their career success is universally considered high based on objective criteria.

Subjective career success represents the innovative manifestation of career success, with criteria that are idiosyncratic to each individual. This concept pertains to how individuals subjectively perceive career success and the extent to which they deem it significant. Specifically, individual appraisals of career satisfaction (Greenhaus et al., 1990), work-life balance, recognition, growth, and development (Shockley et al., 2016) are instrumental to subjective career success. Generation is conventionally characterized as individuals born and raised within a particular chronological, social, and historical context (Gibson et al., 2009). Specifically, individuals who share similar birthdates, pivotal life events, and experiences influenced by analogous factors are classified as members of a particular generation (Kupperschmidt, 2000). Scholars have described at least five distinct generations in contemporary society. The generations existing in the modern world are in Table 1. As the world continues, generations with different characteristics will continue to exist. Innovation will continue continuously.

**Table 1. Five Generations in the Modern World**

Generation	Explanation
The Traditionalists (Silent Generation or the Greatest Generation)	They were born between 1928 and 1944. They value authority and top-down management.
The Baby Boomer Generation	They were born between 1945 and 1965 and tended to be workaholics.
Generation X	Born between 1965 and 1979. The generation is satisfied with the authority and considers work-life balance necessary
Generation Y	They were born between 1980-1995 – generally prosperous and dominating technology.
Generation Z	They were born after 1995

Sources: developed by the authors based on (Cilliers, 2017).

As presented in Table 2, diverse scholars have proposed varying age ranges for the cohort known as Generation Z. Is the youngest and most recent generational group in the modern workforce. Generation Z displays a proclivity toward innovation.

**Table 2. Age Range of Generation Z**

Age Range	Author(s)
born 1990 or later	Świerkosz-Hołyśz (2016); Zarczynska-Dobiesz and Chomątowska (2014); Wiktorowicz and Warwas (2016); Wojtaszczyk (2013)
between 1990 and 1999	Half (2015)
between 1991 and 2000	Tulgan (2009, 5)
between 1993 and 2012	White (2017)
between 1993 and 2005	Turner (2013)
after 1995	Opolska-Bielanska (2016); Ensari (2017); Dudek (2017)

Sources: developed by the authors based on (Dolot, 2018).

While the birth dates that define this cohort are debated in the literature, a commonly accepted perspective is that they were born in 1990 and grew up during the 2000s (Levickaite, 2010; Pozzulo, 2013; Tulgan, 2013; Akar, 2015). Despite their recent entry into the labour market, individuals belonging to Generation Z possess distinctive characteristics and values. This generation is characterized by an unprecedented number of monikers, such as iGeneration, Gen Tech, Online Generation, Post Millennials, Facebook Generation, Switchers, and «always click». It is also called the Z generation (Dolot, 2018). The structural differences that

distinguish Generation Z from previous cohorts can be interpreted as indicative of their propensity for innovation. This group also exhibits unique attributes that have not been previously observed.

Generation Z exhibits several distinctive characteristics, particularly regarding their approach toward work and education. One defining feature of this cohort is their propensity to cultivate amicable relationships with their colleagues, often preferring collaborative efforts to achieve personal and corporate goals. However, several studies have reported that members of Generation Z may experience discomfort when working in team settings, instead favouring independent work and self-reliance (Puiu, 2017; Silinevica and Meirule, 2019; Vițelar, 2019, cited in Berhate and Dirani, 2021). Such divergent findings regarding the social preferences of this generation underscore their ability to establish interpersonal relationships that transcend professional contexts (Barhate and Dirani, 2021). In light of these findings, it can be argued that Generation Z may exhibit a proclivity towards individualism rather than collectivism.

Generation Z is an innovative cohort shaped by their digital and technological identities, which are inseparable from them (Singh and Dangmei, 2016). These individuals have never experienced life without the Internet and have always considered it an essential asset (Roblek et al., 2019). Given their familiarity with social media (Gumus and Onurlubas, 2023) and the internet, members of Generation Z tend to integrate easily into a wide range of technical work, reflecting their propensity towards technological adaptation. Furthermore, this technological predisposition has resulted in a tendency among this cohort to evaluate career success through an individualistic lens, as technological competence is seen as a form of self-development that can lead to high levels of personal career satisfaction.

When discussing the career aspirations of the Generation Z cohort, it is apparent that they exhibit a strong penchant for ambitious pursuits. According to Kemp (2014), members of this demographic are often characterized as dreamers. Irrespective of their aptitudes, studies indicate that most Generation Z individuals desire to become CEOs (Arar and Oneren, 2018). They are reflecting their preference for attaining immediate and effortless success instead of a career-building vision based on incremental advancement. These individuals are noted for their mobility and proficiency in foreign languages, which expands their horizons beyond their immediate surroundings and may drive them to seek domestic and international employment opportunities. The Gen Z population is remarkably adaptable to new environments and situations and is willing to embrace risk, prioritize novelty, and avoid routine tasks (Graczyk-Kucharska, 2019; Lazanyi and Bilan, 2017; Zarczynska-Dobiesz and Chomątowska, 2016). Notably, they actively seek opportunities to learn and engage with individuals from diverse cultural backgrounds, often pursuing internships abroad and utilizing innovative work methods. Generation Z job seekers expect a flexible work environment that accommodates their individual decision-making preferences, such as boundaryless and protean careers (Gaidhani et al., 2019). This expectation aligns with their values of mobility and a willingness to embrace change, reflecting the transforming nature of their career aspirations.

According to scholarly literature, Generation Z is characterized by a desire to rapidly achieve professional success without exerting much effort. This cohort seeks employment in their immediate surroundings and globally due to mobility and foreign language proficiency. While this behaviour may be viewed as a threat by older generations, it is seen as a source of fascination and experimentation for Generation Z. Workability is of little concern to this generation, as they often switch jobs in search of variety and to avoid monotony. It is worth noting that Generation Z is the most highly educated and sophisticated generation (Hysa, 2016; Steinerowska-Streb and Wziątek-Stasko, 2016). Only their plans can help this generation, which aims to rise in their careers in the short term with long strides. For the Z generation, acting according to the career plans of an organization may cause it not to rise at the expected speed.

In the context of businesses, it may be imperative to consider the Generation Z cohort. Specifically, organizations must pay attention to the work environment to attract and retain members of this generation. To this end, Graczyk-Kucharska and Erickson (2020) suggest that organizations may need to soften the rigidity of their structures. Moreover, Iorgulescu (2016) contends that loyalty among Generation Z employees can be achieved by offering them opportunities to grow, explore novel experiences, and attain leadership positions. As the proportion of Generation Z individuals in the workforce increases, organizations should be prepared to revise their working patterns accordingly. Notably, suppose organizations seek to establish a psychological loyalty contract with the Generation Z cohort. In that case, they must place value on career success as well as the structure of the work environment.

The present discourse explores the potential influence of various factors on the attitudes and behaviours of Generation Y and Generation Z in business. Factors that may shape these generational differences include technological advancements, innovative perspectives, opinions on career advancement, utopian and faster



thinking, the use of social media, and communication with colleagues. These factors may also play a pivotal role in driving innovation within organizations.

The scholarly literature provides valuable insights into the characteristics of Generation Y concerning these factors. For instance, Terjesen (2007) examined this generation's career and job characteristics in detail, finding that they are particularly interested in employers prioritising employee training and development, individual care, effective career management, and dynamic, forward-looking business approaches that allow for diversity in daily work. In contrast to previous generations, Amar (2004) argued that Generation Y is motivated primarily by work outcomes such as rewards and sanctions. A results-oriented approach will likely drive this generation's job performance. Young individuals have been widely acknowledged to exhibit higher levels of career success (Kerslake, 2005) and demonstrate a greater readiness to assume personal responsibility for their career development (Hall and Mirvis, 1996). As such, the Y generation displays notable disparities in their career achievements compared to previous generations. This assertion is based on the fact that motivation, developmental opportunities, and workplace diversity are closely linked to career success. Furthermore, subjective career success is influenced by individual actions and evaluations, which can also be evaluated within the scope of these factors. Overall, these generational differences and associated factors significantly affect innovation within organizations. Understanding these differences and leveraging them effectively can help organizations to develop effective strategies for enhancing innovation and achieving sustainable growth.

The present academic discourse explores the variations in the perception and behaviour of different generations concerning workplace dynamics. According to Smola and Sutton's (2002) findings, Generation X regards promotions as more valuable than wage increases and exhibits higher levels of organizational loyalty. In contrast, Generation Y exhibits a propensity for job-hopping in pursuit of financial gains and career advancements. Additionally, Generation Z's communication style is characterized by informality, individualism, and a preference for social networking as a primary engagement means. This generation is deemed the «do-it-yourself» cohort, as noted in the research conducted by Schawbel (2014). Moreover, Schawbel posits that Generation Z is marked by a strong entrepreneurial drive, greater tolerance, and lower motivation for pecuniary rewards when compared to Generation Y.

The questions to be answered in this study are as follows:

- 1) Is the generation variable related to the perception of subjective career success?
- 2) Do the Z and Y generation employees differ according to objective career success criteria?
- 3) Does it differ according to the Z and Y generation employees' personal career success and sub-dimensions?

In line with the purpose of the research, the following hypotheses were determined to answer the above research questions. The notion of career success holds considerable significance for the millennial generation. For millennials, success is primarily associated with attaining symbolic elements, such as monetary compensation, elevated status, or greater power and influence, within their occupational pursuits. In the international literature, millennials in the USA place more emphasis on financial success. On the other hand, Australian respondents said that promotion and advancement play a more significant role in their career success. People interviewed in China emphasized that financial success is more critical (Parry et al., 2012). Millennials generally have higher perceptions of objective career success, such as pay, promotion and advancement.

**H1:** The objective career achievements of the employees in the Z generation differ significantly from the Y generation employees.

**H1a:** The employees' wages in the Z generation differ significantly from those in the Y generation.

**H1b:** The status of employees in Generation Z differs significantly from employees in Generation Y.

When examining generational differences in subjective career success, the concept of work-life balance plays a crucial role in career decision-making among individuals belonging to Generation Z (Kirchmayer and Fratricova, 2017). The Generation Z cohort asserts that a psychological contract with their employer is necessary to maintain a work-life balance. According to Bohdziewicz (2016), members of this generation expect freedom and flexibility in the workplace to satisfy their personal and familial obligations. In addition to wages and compensation, working hours are a significant consideration for Generation Z, with flexible hours being the preferred choice (Fodor and Jaeckel, 2018). This preference for flexibility is attributed to the desire for personal time, as highlighted by research (Arar and Oneren, 2018; Fodor and Jaeckel, 2018; Hampton and Welsh, 2019; Bohdziewicz, 2016), which has found that Generation Z values work-life balance as an essential factor in their future career choices (Barhate and Dirani, 2021).

**H2:** The subjective career success perceptions of the employees in the Z generation differ significantly from the Y generation employees.

**H2a:** The work-life balance perceptions of the employees in the Z generation differ significantly from the Y generation employees.

Viştelar (2019) proposed a conceptualization of personal branding explicitly tailored for the Generation Z cohort, who are noted for their adeptness in utilizing technology. This conceptualization underscores how Gen Z employs technology to cultivate an online persona that may enhance their employability and career prospects. Viştelar (2019) posits that members of Gen Z communicate their professional aspirations to potential employers through investment in social media platforms and curating a positive online brand. Notably, recognition is a salient element of subjective career success (Shockley, 2016), and in this regard, the Z generation may hold a perceptual advantage over the Y generation.

**H2b:** The recognition perceptions of the employees in the Z generation differ significantly from the Y generation employees. Based on an innovative approach to career success, the commitment of Generation Z to businesses is enhanced by providing opportunities for growth and development in line with their personal career success. Fodor and Jaeckel (2018) contend that Generation Z's digital proficiency is a significant attribute that facilitates their intrinsic motivation for self-development and learning.

**H2c:** The growth and development perceptions of the employees in the Z generation differ significantly from the Y generation employees.

**Methodology and research methods.** Concerning intergenerational innovation, this research investigates the associations between the objective and subjective career success of employees belonging to the Z and Y generations. To achieve this aim, a survey questionnaire was employed to gather pertinent data from a sample of employees. The questionnaire comprised items relating to objective career success, such as income and job status, as well as the subjective career success scale and demographic information. The psychometric soundness of the subjective career achievement scale has been previously examined in numerous studies. This research employed quantitative research methods. The theoretical foundation of the study is outlined in the literature review section. Drawing upon this theoretical foundation, research hypotheses were formulated.

The study's participants were comprised of employees belonging to the Z and Y generations who are currently employed in Istanbul, Turkey. Data collection was carried out through online questionnaires. There were 916 online survey returns. It was noticed that 27 of them were not filled out properly, and these questionnaires were excluded from the research. The research examined 419 employees from the Z generation and 470 individuals from the Y generation. There are various rationales for selecting Istanbul as the sample group in this study. Firstly, Istanbul was chosen due to its prominence as a city with a substantial representation of the Generation Z population in the workforce. Secondly, Istanbul stands out as a city with a high concentration of universities and a large student population, thereby offering a rich pool of potential participants for the study. Lastly, Istanbul is recognized as a city where the labour market demonstrates a significant convergence of supply and demand, making it an ideal setting to explore the research objectives related to the employment dynamics of the Z generation.

The objective career success of participants was measured through income and status questions, which encompassed their current income and status. A 24-item and 8-dimensional scale, developed by Shockley et al. (2016) and adapted into Turkish by Budak and Gurbuz (2017), evaluated subjective perceptions of career success. Three sub-dimensions of subjective career success were selected for analysis. The scale was administered as a 5-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The Turkish version of the scale demonstrated acceptable psychometric properties (Budak and Gurbuz, 2017). An example item from the scale is «I can allocate sufficient time for my family and friends».

This study is limited to Z and Y-generation employees working in Istanbul. It is accepted that the employees participating in the research sincerely express their true views, thoughts and perceptions. This study has no generalization concerns.

**Results.** Of the people surveyed, 419 are Z generation, and 470 are Y generation. Detailed information on other demographic variables is shown in Table 3.

**Table 3. Demographic Characteristics of the Participants**

Variable	Gen Z		Gen Y	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
<b>Gender</b>				
Female	223	53,2	280	59,6
Male	196	46,8	190	40,4

Continued Table 3

Variable	Gen Z		Gen Y	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
<b>Marital Status</b>				
Single	415	99,0	402	85,5
Married	4	1,0	68	14,5
<b>Status</b>				
Employee	418	99,8	401	85,3
Manager	1	0,2	69	14,7
<b>How Many Years in Your Company</b>				
Less than 1 Year	362	86,4	296	63,0
1-2 year	46	11,0	75	16,0
3-5 year	11	2,6	50	10,6
6-8 year	0	0	41	8,7
9-10 year	0	0	5	1,1
More than 10 year	0	0	3	0,6
<b>Income ₺</b>				
Less than 1500	212	50,6	43	9,1
1501-3000	92	22,0	36	7,7
3001-4253	33	7,9	40	8,5
4254-5000	62	14,8	214	45,5
5001-6000	5	1,2	39	8,3
6001-7000	6	1,4	49	10,4
7001-8000	7	1,7	14	3,0
More than 8000	2	0,5	35	7,4

Sources: developed by the authors.

Table 3 presents an overview of the demographic features of the participants. The study included 419 participants belonging to the Z generation, out of which 53.2% (n=223) were female and 46.8% (n=196) were male. The majority of the participants were single and employed as workers. Notably, a vast majority of employees in the Z generation had a working tenure of fewer than two years in the same company. Regarding the income of the participants, half of the respondents reported a monthly salary of less than 1500 TL, and 95.2% received wages that were at or below the minimum wage limit.

The present study aims to provide a demographic profile of the Y-generation participants based on gender, marital status, employment status, job position, and income level. The sample consisted of 470 Y-generation participants, comprising 280 females (59.6%) and 190 males (40.4%). In terms of marital status, the majority of the participants were single (85.5%, n=402), whereas a minority were married (14.5%, n=68). Regarding employment status, most participants were employees (85.3%, n=401), and the remaining were managers (14.7%, n=69). Regarding the duration of employment, the study found that 63% of the Y generation participants (n=296) worked for less than one year, whereas 16% (n=75), 10.6% (n=50), and 8.7% (n=41) of the participants worked for 1-2 years, 3-5 years, and 6-8 years, respectively. Concerning income level, the study found that 9.1% (n=43) of the Y generation participants worked below 1500 TL, and 45.5% (n=214) worked at the minimum wage level.

The present study employed various statistical techniques to assess the scale's internal consistency, factor structure, and descriptive characteristics. In particular, the reliability coefficients of the scale were calculated, and all scales demonstrated good internal consistency, as indicated by scores above the conventional threshold of 0.70. Additionally, an exploratory factor analysis (EFA) was conducted to examine the underlying factor structure of the scale. The results of the EFA indicated that the scales effectively captured the intended latent structure, thereby supporting the instrument's validity. Consequently, the measurement instrument used in the study possesses sound psychometric properties and is a reliable and valid tool for assessing the targeted constructs.

The suitability of the subjective career success scale for factor analysis was assessed based on the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, which yielded a value of 0.911, and a statistically significant p-value of 0.000 (<0.05). Subsequently, a factor analysis was conducted, revealing an eight-factor structure for the scale. The cumulative percentage of explained variance accounted for by the scale was 76.64%. Examination of the factor loadings of the individual items indicated a range of values between 0.575 and 0.910.



A Pearson correlation analysis was conducted to examine the potential relationship between the variables, given the normal distribution of the data. The analysis was performed using the SPSS 26 statistical software package. Table 4 presents the statistical findings of the study, which indicate a significant and affirmative association between several variables, namely, generation and status, years of employment, and income within the company ( $p < 0.001$ ). Furthermore, the correlation matrix shows a significant positive relationship between the generation gap and subjective career success ( $p < 0.001$ ).

**Table 4. Correlation Table**

	Generation	Status	Years in your company	Income	Subjective
Generation	1				
Status	0,268**	1			
Years in your company	0,306**	0,353**	1		
Income	0,540**	0,450**	0,389**	1	
Subjective	0,119**	0,161**	0,153**	0,248**	1

Note.  $N = 889$ . \*\*  $p < 0.001$

Sources: developed by the authors.

An investigation was conducted to compare the objective career success of Generation Z and Generation Y individuals based on their years of service in their current organization, job status, and income levels. The mean for Generation Z was 1.16, while that of Generation Y was 1.70 concerning the years spent in their current company. Regarding job status, the average number of managers was 0.2 for Generation Z and 14.7 for Generation Y. Regarding income levels, the average income for Generation Z was 2.07, whereas that for Generation Y was 4.16. These mean differences were statistically significant ( $p = 0.000 < 0.05$ ), suggesting a significant difference in objective career success between the two generations.

To evaluate the subjective career success of individuals belonging to Generation Z and Generation Y, an independent t-test was performed. A significance level of 5% was employed as the margin of error to ascertain statistical significance in the study.

**Table 5. Comparison of Subjective career success of Z and Y generations**

Subjective Career Success and Sub-dimension	Generations	N	Means	S.D.	t	sig (2-tailed)
Subjective Career Success	Z Gen	419	3,7613	0,55738	-3,569	<b>0,000</b>
	Y Gen	470	3,8969	0,57232		
Recognition	Z Gen	419	4,1289	0,67644	-5,455	<b>0,000</b>
	Y Gen	470	4,3695	0,63825		
Personal Life	Z Gen	419	3,6563	0,93269	3,136	<b>0,002</b>
	Y Gen	470	3,5411	1,00971		
Growth and Development	Z Gen	419	4,0151	0,71517	-4,148	<b>0,000</b>
	Y Gen	470	4,2128	0,70375		

Sources: developed by the authors.

Based on the data presented in Table 5, it is evident that there exist significant differences in subjective career success perceptions between the Z and Y generations. The average scores indicate that the Y generation ( $m = 3.89$ ) perceives subjective career success more than the Z generation ( $m = 3.76$ ). Further analysis reveals notable differences in the perceptions of the two generations' sub-dimensions of subjective career success. Specifically, the Y generation ( $m = 4.36$ ) exhibits a higher perception of Recognition than the Z generation ( $m = 4.12$ ). Additionally, the Y generation ( $m = 4.21$ ) shows a higher perception of Growth and Development than the Z generation ( $m = 4.01$ ). However, it is worth noting that the Z generation ( $m = 3.65$ ) has a higher personnel life perception than the Y generation ( $m = 3.54$ ).

**Table 6. Hypothesis Tests**

H1	H1a	H1b	H2	H2a	H2b	H2c
Accept	Accept	Accept	Accept	Accept	Accept	Accept

Sources: developed by the authors.

**Conclusion.** The Generation Z cohort is considered the final generation in the dynamic and evolving succession of generations in the business. Distinguished from previous generations, Generation Z displays distinct and exceptional characteristics in terms of their values, thoughts, and advancements. The influence of these factors extends to the overall attributes of the generation. Despite the notable disparities, the Generation Z group remains a complex and enigmatic cohort yet to be fully comprehended. Furthermore, the percentage of Generation Z members in the workforce is steadily increasing, prompting a significant research inquiry regarding innovation in the employment structure.

Based on the present study's findings, it can be inferred that the Y generation surpasses the Z generation regarding objective career success, as evidenced by their higher income levels. This outcome aligns with previous research, suggesting that the Y generation is more susceptible to being motivated by monetary incentives and promotions (Smola and Sutton, 2002). In contrast, the Z generation tends to be less financially driven (Dan Schawbel, 2014). Another factor that accounts for the income differential between these two cohorts is their respective employment status. Consistent with prior literature, our study demonstrates that career advancement and professional growth are paramount to the Y generation (Parry et al., 2012). Generally, the Y generation's subjective perception of career success differs considerably from that of the Z generation. Specifically, while the Z generation emphasizes personal branding and self-promotion (Vitelear, 2019), the Y generation values recognition and acknowledgement more highly. Overall, our research findings suggest that the Y generation's perception of recognition is significantly greater than that of the Z generation. This difference can be attributed to a variety of factors.

According to the results, the perception of growth and development is markedly higher among individuals from the Z generation ( $m = 4.01$ ) than those from the Y generation ( $m = 4.21$ ). Despite those as mentioned above high mean scores, it is noteworthy that the perception of growth and development among individuals of the Z generation leads to an increase in their intrinsic motivation, as evidenced by Fodor and Jaeckel's study (2018). Conversely, individuals of the Y generation exhibit significantly higher levels of intrinsic motivation. Additionally, regarding the dimensions of meaningfulness, quality of work, and impact, the Y generation's perception levels are significantly higher than those of the Z generation.

Based on the study's findings, the perception of work-life balance among individuals belonging to the Z generation appears to be greater than those from the Y generation. This phenomenon has been extensively explored in existing literature, which has consistently reported on the Z generation's desire for leisure time, their need for flexibility in their work schedules to accommodate familial obligations, and their prioritization of work-life balance (Kirchmayer and Fratricova, 2017; Bohdziewicz, 2016; Fodor and Jaeckel, 2018; Arar and Öneren, 2018; Hampton and Welsh, 2019; Barhate and Dirani, 2021). The present study corroborates these existing findings and highlights the significance of work-life balance, particularly in the context of intergenerational innovation.

Overall, the Z generation strongly emphasizes work-life balance compared to the Y generation prioritizes subjective career success innovation. However, the Y generation values recognition and personal growth and development perceptions. It is worth noting that there is no definitive contrast between the two generations in terms of objective and subjective career achievements. This phenomenon can be clarified by recognizing that objective and subjective career achievements are not mutually exclusive. That objective career success remains relevant despite evolving innovations in this domain (Chudzikowski, 2011).

The majority of Generation Z is still hesitant and needs clarification about the choices they will make in the future (Yulianto, 2012). Besides, they are dreamers (Kemp, 2014). The characteristics and tendencies of Generation Z still need to be more adequately understood and mapped. Therefore, it is recommended that additional quantitative and qualitative research be conducted within the framework of existing literature and research outcomes, particularly concerning the career aspirations of this innovative cohort.

The research findings show that distinct variations exist in the subjective career success perceptions of the Y and Z generations. Given this divergence, organizations should acknowledge and account for this dissimilarity when formulating career development plans or undertaking recruitment processes within their human resources departments. Companies can potentially enhance their effectiveness in managing a multigenerational workforce by tailoring their policies to accommodate the disparities in subjective career success perceptions across generations.

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Уйгар Озтюрк, Ph.D., Університет Бітліс Ерен, Туреччина

Елван Їлдірим, Ph.D., доцент, Університет Сакарїї, Туреччина

**Оцінювання ставлення покоління Z до інновацій та їх вплив на кар'єрний успіх: компаративний аналіз з поколінням Y**

Глобалізаційні процеси, еволюція інноваційного розвитку провокує трансформаційні зрушення на всіх секторах економіки та рівнях. Так, це призвело до відповідних змін на ринку праці, моделей поведінки працівників. Авторами визначено, що ставлення до інноваційного розвитку та кар'єрного зростання варіюються залежно від покоління, а також домінуючих факторів їх поведінки. Це свідчить про важливу різницю між поколіннями Z та Y і підкреслює необхідність дослідження специфіки їх поведінки покоління та кар'єрного зростання з акцентом на їх ставлення до інновацій. Авторами наголошено, що на кар'єрне зростання працівника впливає низка об'єктивних та суб'єктивних факторів. У статті проаналізовано різницю у сприйнятті суб'єктивних та об'єктивних факторів кар'єрного зростання між поколіннями Z та Y. Об'єктивне кар'єрне зростання означає досягнення критеріїв, пов'язаних з кар'єрою, які можливо оцінити за уніфікованою шкалою. При цьому, суб'єктивний кар'єрний успіх відноситься до сприйняття особою свого кар'єрного зростання з персональної точки зору. Емпіричну базу дослідження сформовано на основі результатів опитування 419 респондентів з покоління Z та 470 осіб з покоління Y. Для перевірки висунутих гіпотез використано такі методи: факторний аналіз, кореляційний аналіз та незалежний t-тест. Емпіричні результати дослідження засвідчили, що сприйняття об'єктивного та суб'єктивного кар'єрного зростання вище серед покоління Y, ніж серед покоління Z. Встановлено, що середні значення заробітної плати, статус, визнання, зростання та розвиток для покоління Y вищі, ніж для покоління Z. З іншого боку, середній показник рівня балансу роботи та особистого життя значно вищий для покоління Z. Результати дослідження та показують незначні відмінності у сприйнятті суб'єктивних та об'єктивних факторів кар'єрного успіху між поколіннями Z та Y. Результати цього дослідження можуть бути використані бізнесом, відділами кадрів та міждисциплінарними дослідниками.

**Ключові слова:** кар'єрний успіх, інновації, покоління Y, покоління Z, баланс між роботою та особистим життям.