

Perceived Attitude of Generation-Z Towards Working Environment and Organizational Conflict

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ABSTRACT

Generation-z is the new age generation force born between the Mid 1900s to early 2000s. They were born between the years 1997-2012. The current workforce which all organizations are hiring and preparing is Generation-Z. It is a generation force that differentiates from the preceding generation in all spheres of organizational as well as worldly context as their ways and means are unique and unconventional. Generation - Z as to how they perceive their work environment greatly affects the overall organizational efficiency and organizational conflict that occurs in the organization. This study aims to analyze and understand the perceived attitude of Generation Z toward the work environment and the underlying factors associated with organizational conflict in the organization. The sample population for this study is Generation-Z (1997-2012) whose age is between 17 to 25 years. The sample size of this study is 126 consisting of 68 females and 58 males' population. Data is collected in a hybrid mode where online forms were circulated and offline data was collected from Surat and Gandhinagar. It is a quantitative research design with a statistical analysis of the Pearson R Correlation Coefficient for analyzing the collected data. The findings of this study state that there is a significantly strong negative correlation between perceived work environment and organizational conflict among Generation-Z in the organization. It also states that there is a negative correlation between sub-factors of perceived work environment like working conditions, Sociability & Cooperation among Employees, Sense of belongingness with the organization, and Citizenship behavior and Recognition at work with organizational Conflict. The study examines the perceived attitude and contributing factors associated with organizational conflict among Generation -Z in the organization.

Keywords: *Perceived Work Environment, Organizational conflict, Generation-Z*

Generation-z is the new age generation force born between the Mid 1900s to early 2000s. They were born between the years 1997 - 2012. Generations referred to as 'Digital Nomads' because they are the force of the technological as well as social media era or digitalization as a whole (Shilpa Gaidhani, 2019). Generation is the starting force in current all spheres of work environments and organizations. They are considered to be digital nomads because they were/are born during the emerging fast-paced click-away environment and world at large. Moon and space are so far yet so close and the invention of television and social media topped it up. Going wireless is the new black and back in the days

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of fascinating computers and wired access is now ultra slim and wireless. The current state of most organizations is that all generations are working in the same environment. The organization has been evolving over the period with the generations. The workplace has changed, moving from department-specific facilities to open areas where departments can share resources and expertise more quickly and effectively. Co-working spaces, which are shared with other businesses or freelancers, have also emerged (María Dolores Benítez-Márquez, 2022). Generation-Y, Generation-Z, and boomers if they are at all part of the organization in terms of stakeholders or shareholders, yet their presence is equally considerate than the rest because of the sole decision-making and finalizing. Generation -z is the emerging force that started working early, unlike Generation Y who likewise started early but the catch difference is the purpose of an early start. Gen-Y's main purpose was to provide necessities in the household or at least contribute to it. Whereas Gen-Z starts working early to gain experience, monetary independence, affording a lifestyle, and status in society or contribute to society. Companies will be undergoing a huge change along with Gen-Z who will also be adjusting to the existing environment of the organization or companies. Keeping Gen-Z in mind, organizations and companies who wishes to be more entrepreneurial in the future should be aware of how they can incorporate GEN-Z into the organization as they are tech-savvy and tech knowledgeable in their approach which will be beneficial in responding to the challenges faced with the ever-evolving world at large (Ghura, 2017). Different Generations in the organization can be quite challenging and it is of utmost importance to know how generations over the period have evolved and stayed in the organization throughout the whole process because as far as companies focus on their growth and success rate along with economical consideration, it is the people in the companies who can bring in all the good luck and for that companies need to bridge the gap between all the barriers and avoid any kind of organizational conflict which occurs due to various factor but as far as this study is concerned, understanding the emerging force and accommodating them into the newer and existing environment should be looked upon. 2020, was the year when 30% of the workforce was Generation-z who are born after 1995 (Shilpa Gaidhani, 2019). In an organization, there occurs a conflict due to an unfavorable or unlikely environment or any other social and interpersonal issues. "Organizational conflict refers to an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities" (Dhar & Dhar, 2014). Environmental factors are major sources of dissonances occurring in the organization or companies because of the perseverance of the environment among the employees. Environmental factors like working conditions, Sociability & cooperation among employees, a sense of belongingness within the organization, and citizenship behavior and recognition at work are such adding factors that elevate the perseverance of the environment in an organization (Khan, 2015). By understanding such factors and the perceived attitude of Gen-Z, employers will be able to sustain and retain them in an organization and help them achieve their individual as well as organizational goal and growth at large. In absence of understanding and comprehending such impacting factors, organizations will face challenges in retaining and encouraging them to enhance them for the future growth and leaders of the organization (Dangmei & Singh, 2016).

Perceived Work Environment

Perceived work environment is defined as to how an individual in an organization observes, interprets and evaluates the working conditions, environment, pattern, culture, values, norms, social environment, co-operation, belongingness or any external factors that affects in working environment and perseverance of attitude towards work (Khan, 2015). It is considered that work environment plays a major role in sustaining and retaining of employs in an organization. Especially Gen-Zs are the workforce who are considered to more socially and environmentally

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friendly that they work well and coherently with the existing force and culture if the surroundings of the work are supportive and open to new additions and opinions as per their autonomy of work (Peyton & Zigarmi, 2021). Change in perseverance of work environment influences changes and job matrix. Likewise, change in perceived work environment impacts changes in employee's job related mental as well as physical well-being (Kim, 2020). There are various factors that influences the perseverance of work environment among Generation-z such as working conditions, sociability and co-operation within employees, sense of belongingness within the organization and citizenship behaviour and recognition at work.

Organizational Conflict

“Organizational Conflict refers to an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities” (Dhar & Dhar, 2014). Conflict can be interpersonal, intrapersonal, groups, departments and divisions at large. Many a times in an organization there occurs conflicts because of varying thought processes, house of interest, opinions, beliefs, values, culture and norms. Generation-Z largely faces challenges when they enter into any organization because of their advance, unadulterated and opiated views towards different things and work. Organizations have been carrying forward conventional ways and it gets difficult when it comes to bringing in the change, thus, this carries a dissonance among employees and organization as whole. There are benefits of conflict because it generates more and refined ideas and thought process which are the results of brainstorming but it turns ugly if one doesn't leave it there right after it. Gen-Zs when newly exposed to the environment, there occurs a dissonance if things are not absorbed favourably by them. For this study, when the perceived environment is not favourable there occurs a conflict which affects at both individual as well as organizational level. The factors of environment are largely influential and affecting variable to organizational conflict. Thus, the coherence and congruence of perceived environment and organizational conflict is the theme of this study to understand the underlying association. As environmental and social factors are of utmost importance because generation-Z are the essential workforce of present as well as future man resource in organization.

Statement of Problem

Generation-Z's preferences and choices towards work are different than preceding generations. The perseverance of attitude towards work among Generation-Z depends on basis of work environment and how it influences in organizational conflict.

Objective

Primary Objective:

The current study is to understand and identify association between perceived work environment and organizational conflict.

Secondary Objective:

The current study is to analyze the association between work environment perseverance sub-variables and organizational conflict.

Hypotheses of Research

H0: There is no significant association between perceived work environment and organization conflict among Generation-Z in organization.

H1: There is a significant association between perceived work environment and organization conflict among Generation-Z in organization.

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H0: There exists no significant relationship between working environment and organizational conflict among Generation-Z in organization.

H2: There exists a significant relationship between working environment and organizational conflict among Generation-Z in organization.

H0: There is no significant relationship between Sociability & Co-operation within employees and organizational conflict among Generation-Z in organization.

H3: There is a significant relationship between Sociability & Co-operation within employees and organizational conflict among Generation-Z in organization.

H0: There is no significant relationship between Sense of belongingness within the organization and organizational conflict among Generation-Z in organization.

H4: There is a significant relationship between Sense of belongingness within the organization and organizational conflict among Generation-Z in organization.

H0: There is no significant relationship between Citizenship behaviour and recognition at work and organizational conflict among Generation-Z in organization.

H5: There is a significant relationship between Citizenship behaviour and recognition at work and organizational conflict among working participants.

LITERATURE REVIEW

In study entitled “Generation Z Within the Workforce and in the Workplace: A Bibliometric Analysis” in year 2022 which researchers aimed to analyse the deeper knowledge about Generation-z and their ways in work a workplace. The study also includes various characteristics of Gen-z, their expectations and perseverance of environment in a workplace (María Dolores Benítez-Márquez, 2022). This study used bibliometric technique for derivation of results. The sample size for this research was 102 publications from Web of Science between 2009 and 2020. The study employs a longitudinal perspective to examine the development of thematic clusters in order to gauge the themes' growth as well as the network around the primary motor cluster of each era. Due to the early stages of Gen Z research, all the years (1900–2020) and languages were reviewed, therefore it included reviews and conference proceeding papers among other things. It has been established that the methodology was effective and relevant, and the data was properly uncovered through a series of steps that pretended to move from the general study fields—such as the authors or journal—to more specific aspects of the subject, like the network of the most influential thematic clusters of each period. As per the findings, it states that generation-Z in the workplace and force has been more of significance since 2018. These research findings, which primarily come from the management sector, highlight the significance and influence that Gen-Z has on businesses and their dynamics. The year 2019 had the publication of the most works, followed by 2020 seeing a little decline in the volume of publications. Limitations with this research study was that the sample size was just restricted to one publication which is considered to be a small ratio. Further suggestions and research can be done as to provide some insight on how businesses should or are already prepared for a digital evolution in the workplace driven by the tech-savvy Gen Z, a technical element of the workplace could be discussed.

This study is conducted by Shilpa Gaidhani, Dr. Lokesh Arora, Bhuvanesh Kumar Sharma “Understanding the Attitude of Generation Z Towards Workplace” in the year 2019, which aims to study and understand attitude and perseverance of preferences from the existing researches of Generation-Z, so that organizations and companies can set up an environment like such which can be beneficial for both an individual's as well as organization's performance at large (Shilpa Gaidhani, 2019). This study did an extensive analysis on the Generations over the period of time which helps in better understanding of the current generation and their traits and behaviour at large. Researchers also did a comparative analysis

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of Gen-Y and Gen-Z as their preferences and traits in workplace. Comparisons were established on the basis of transparency, generational conflict, leadership status, the idea “do what they want to do” and communication style and preferences. The findings of this study largely focus on how different factors and variables render into motivation and requirement than other preceding generations.

This study is researched by Hitesh Mohan and Dr. Zahoor Ahmed Lone “Perceived Work Environment Questionnaire Reliability and Validity” in the year 2021 which aims to analysis the perceived work environment of employees with the job satisfaction. (Mohan & Lone, 2021). The sample size for the study conduction was 280 employees of business organization. The analysis is done with the purpose of understanding the association of perceived work environment with the job satisfaction of the employees in an organization. The perceived work environment scale has 43 items which covers 11 factors. With the analysis of the result, t-test was used to measure between the gender the job satisfaction. It was observed that female scored higher in job satisfaction than male in the organization. It is obvious that employees can bring about changes inside the organisation and will aid in the development of working procedures bring about changes at work, depending on the culture of the organisation. There are many aspects that have a substantial impact on raising employee performance, including the management of active employee payment attention and career progression chances.

The study entitled “Organizational Conflict and Employee Job Performance: A Case Study of Akwa Ibom State University” in the year 2022, whose aim to analyse the underlying association between organizational conflict and job performance of employees. This paper examines the origins, varieties, root causes, and resulting impact of intra-organizational conflict on performance (Usendok, 2022). The sample size of this study was 226 participants which was collected via survey method with simple random sampling. This research adopted the statistical analysis of descriptive and Pearson Product Moment Correlation to derive the stated hypothesis and aim of the study. The research findings states that organizational conflicts are inevitable and are caused by a variety of organisational experiences, including economic and goal incompatible approaches. The limitations of the study were that that the sample size and restriction to one institution can be a factor of generalizing the whole population which isn't favourable.

According to Bascha “Z: The Open Source Generation”, Gen-Z is the workforce in any organization who prefers and values boundaries yet transparency, flexibility, openness to change, acceptance, autonomy and individual liberty. They find it unfavourable if such factors are not respected in their working environment which leads to inefficient workings, conflict in the organization and results into low productivity. This Generation expects to be heard, to opine without judgements and have an acknowledgment in the organization. They are the breed who likes their environment to be familiar and socially involved along with professional relationships (Bascha, 2011)

METHODOLOGY

For any effective and legitimate research, there has to be efficient and scientifically proven base of supporting factors which is essential and of utmost importance. The methodology focuses on the assumptions of the research, sample size of target audience who will be the participants in this study, use of psychometric tools for analysing and interpreting variables, as well as data analysis of the collected data for the study conducted with the use of statistical analysis, design of the whole structured research and the process of how it was conducted. Determining these elements of research significantly enhances the efficiency and quality of the

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study conducted. It also helps in better understanding the variables and sub-variables association with the research study. This study was aimed at conducting a relationship study, which is a correlation analysis. It is a non-experimental hypothesis testing research study.

Sample of the Research

The research population was constituted of Generation-Z who are currently working in an organization or part of an organization as freelancer, part-time within the age group of 17 to 22 years.

Sampling Techniques

The probability sampling technique namely, stratified random sampling was used. This technique had been chosen because the research study requires the population which rightly represents the entire population being studied, making sure that each subgroup of interest is represented. Here the entire population being studied as Generation-Z and the subgroup is the age 17-22 years.

Sample

The sample size was 125, with 68 females (53.97%) and 58 males (46.03%), within the age group of 17 to 22 who falls under the category of Generation-Z. The sample data was collected majorly from Surat and Gandhinagar in a hybrid mode (i.e., online and offline data collection). The sample population was this study predominantly enacts as the representation of the whole Generation-Z who falls under the age group of 17-18.

Tool Description

For the research of this study, psychometric tests were used for the required data collection of the sample population. For the fulfilment of this structured data set, two tests were used,

Perceived Work Environment Scale

Perceived Work Environment Scale is a paper-pencil test developed by Dr. S. M. Khan that measures to evaluate the existing status of the given environment and the results of initiatives intended to alter the structured work environment (Khan, 2015).

Perceived Work Environment Scale consist of 11 sub-variables and 43 items which assess the work environment an employee faces in an organization.

Subject responded by using Likert Scale which consists of ranges from 1 to 5 which are as follows strongly disagree to strongly agree.

The range score from 46 to 230. The interpretation is done on the basis of Z-score from the norm table of Perceived Work Environment user manual. Z-score norm table it interprets the level of the perception of work environment.

According to the Z-score norm table it interprets that +2.01 & above indicates Extremely High (Positive) grading A which indicates that the person scoring A has extremely high (positive) level of perception of work environment.

+1.26 to +2.00, Grading B indicates High (Positive)

+0.51 to +1.25, Grading C indicates Above Average (Positive)

-0.50 to +0.50, Grading D indicates Average/Moderate (Neutral)

-1.25 to -0.51, Grading E indicates Below Average (Negative)

-2.00 to -1.26, Grading F indicates Low (Negative)

-2.01 and below, Grading G indicates Extremely Low (Negative)

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Perceived Work Environment Scale has the reliability of 0.93, significant at 0.01 level (Cronbachs' Alpha). Whereas, Validity of the scale is 56.0%

Organizational Conflict Scale

Organizational scale is a paper-pencil test developed by Dr. Upinder Dhar and Dr. Santosh Dhar which involves the diagnosis, intervention, styles and the learning outcomes at individual, group and organizational level. This scale items were framed which were envisaged to contribute towards the organizational conflict (Dhar & Dhar, 2014). This scale has 5 factors contributing to organizational conflict:

- (a) Unfair Practices
- (b) Structural Incompatibilities
- (c) Lack of Recognition
- (d) Unethical Practices
- (e) Ineffective Communication

It consists of 20 items which assess the affecting factors contributing to organizational conflict. All the factors are scored and ranged according to the norm table where each factor has high – normal – Low indications as per the responded scores. The score indicates that the higher the score of factors of the organizational conflict, higher the factor. Cumulative score is the reflection of overall organizational conflict which means, higher the score higher the conflict.

The reliability coefficient of the organizational conflict scale is 0.82. Whereas, the validity of the organizational conflict scale is 0.91 which indicates high validity of the scale.

Research Design

The research design for this study was correlation coefficient which indicates the association between variables and sub-variables to accomplish the research purpose and aim of the study.

Data Analysis

The collected data from participants were coded, cumulated, compiled and structurally organized in MS Excel. The data was scored according to the two scales used for this study, that is Perceived Work Environment Scale and Organizational Conflict Scale. The analysis of data was done by using **Pearson Correlation Coefficient** for determining the association between Perceived work environment and Organizational Conflict among Generation-z.

Pearson Correlation Coefficient was also used to measure the effect of sub-variables of perceived work environment in association to organizational conflict. Pearson Correlation Coefficient is used to for proving the stated hypotheses of this study.

RESULTS & DISCUSSION

Research Population on the Basis of Gender Distribution

The data collected for this study had total 126 participants, out of which there were 68 females (54%) and 58 males (46%), within the age group of 17 to 22 who falls under the category of Generation-Z.

Table1 showing gender distribution of participants

Gender	Numerical Distribution	Percentage wise distribution
Female	68	54%
Male	58	46%
Total	126	100%

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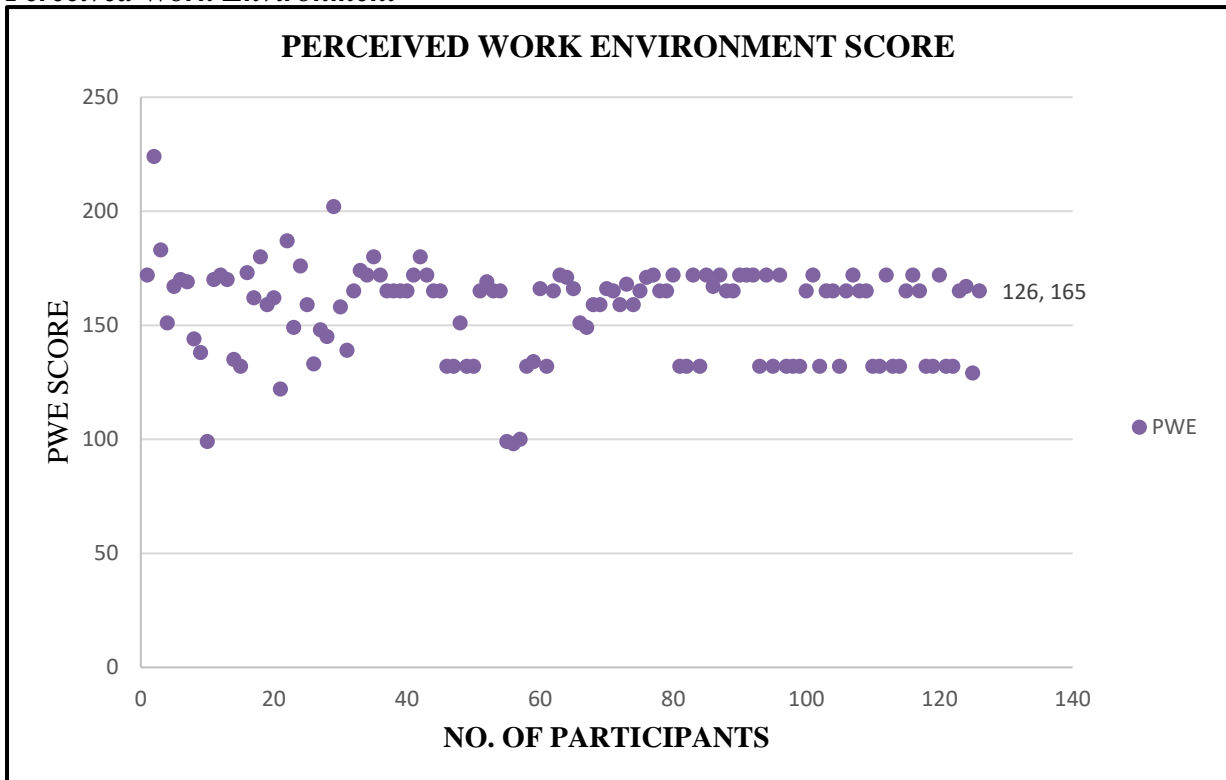
Research Population on the Basis of Age Group

As the sample population was pre-defined because the study is conducted among Gen-Z who falls under age group of 17 to 22 years. The majority of the respondents fall under the age group 22-25 years which consist 101 participants that is 80.2% of the whole population. Whereas, 17-21 age group has 25 participants which is 19.8% of the whole population.

Table2 depicting the distribution of age groups of participants

Age	Numerical Distribution	Percentage wise distribution
17-21	25	19.8%
22-25	101	80.2%
Total	126	100%

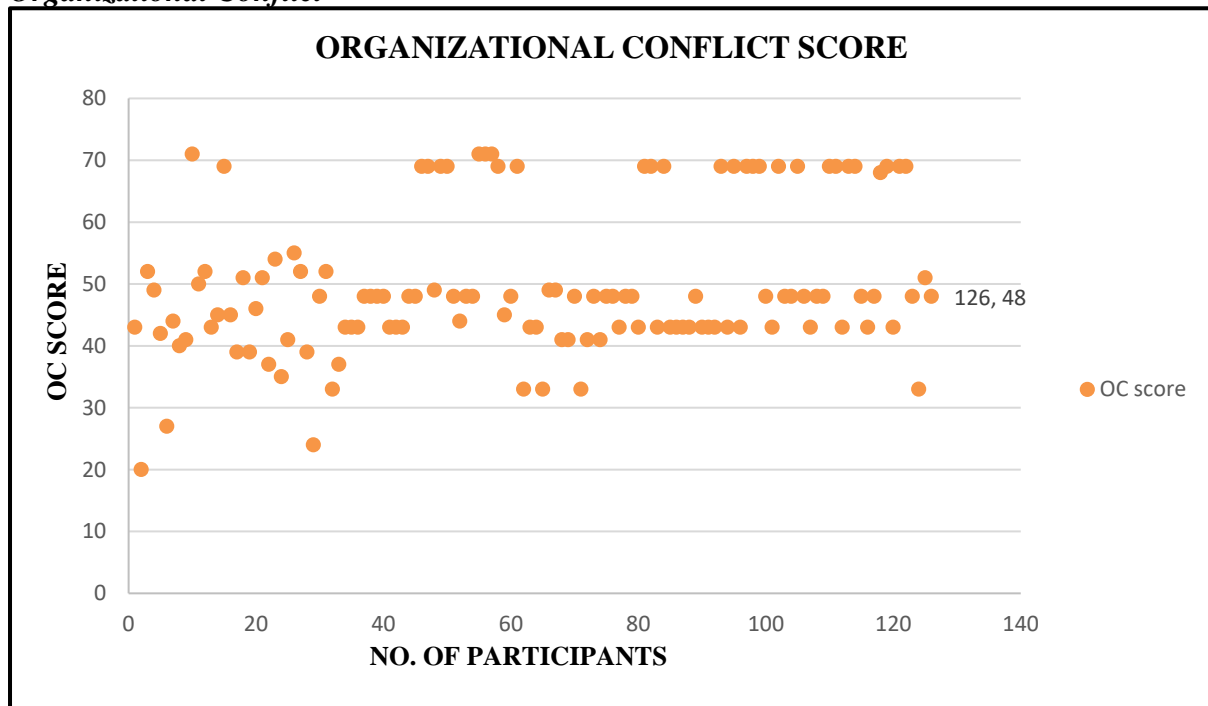
Perceived Work Environment



Perceived Work Environment scatter plot depicts participants scoring the level of perceived work environment in an organization. The level of extremely high (positive) work environment score is 224 and level of extremely low (negative) work environment score is 98. The average/moderate level of perceived work environment score is 165.

The maximum score which was interpreted from the data collection was 165 which indicates average/moderate (neutral) level of perception of work environment. Whereas, the lowest score recorded was 98 which only one participant scored indicating extremely low level of perception of work environment. The next highest score recorded in this study was 132 which indicates low level of perception of work environment. All these scores were marked according to the norm table for Z-score which indicates the level of perception of work environment.

Organizational Conflict



Organizational Conflict scatter plot depicts participants scoring the level of organizational conflict factor-wise interpretation. The high range of organizational conflict scale interprets that an individual faces more organizational conflict than the ones who score low on the range of organizational conflict.

According to the norm table, participants who score 54 & above falls under the high range of organizational conflict. Participant scoring 34-53 falls under the normal range of organizational conflict. Whereas, participant scoring 33 & below falls under the low range of organizational conflict. The highest score this study has observed was 71 which indicates high range of organizational conflict. Whereas, the lowest score was 20 which indicates low range of organizational conflict. The maximum score interpreted from this scale was 48 which indicates normal range that is neutral range of organizational conflict.

Pearson R Correlation Coefficient

According to the statistical analysis interpreted, the study states that

H1 that is Hypothesis 1 stating that there is a significant association between perceived work environment and organizational conflict among Generation-Z in the organization. The alternative hypothesis is proven where **r = -0.8223, p value is <.00001** at the significance level $p < .05$. This depicts that there is a **Strong Negative Correlation** between Perceived Work Environment and Organizational Conflict among Generation-Z in the organization. The Pearson r Correlation Coefficient for the association of sub factor Working condition and Organizational Conflict states that

H2 that is Hypothesis 2 stating that there is a significant relationship between Working Conditions and Organizational Conflict among Generation – Z in the organization. It has proven the alternative hypothesis where **r = -0.839**, indicating a **Strong Negative Correlation** between working conditions and organizational conflict among Generation – Z in the organization. The statistical analysis of Pearson r Correlation Coefficient between Perceived

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Work Environment sub factor, Sociability & Co-operation within employees and Organizational Conflict among Generation-Z.

H3 that is Hypothesis 3 stating that there is a significant relationship between Sociability & Co-operation within employees and Organizational Conflict among Generation – Z in the organization. It has proven the alternative hypothesis where $r = -0.836$, indicating a **Strong Negative Correlation** between Sociability & Co-operation within employees and organizational conflict among Generation – Z in the organization.

H4 that is Hypothesis 4 stating that there is a significant relationship between Sense of Belongingness with the Organization and Organizational Conflict among Generation – Z in the organization. It has proven the alternative hypothesis where $r = -0.22$, indicating a **Weak Negative Correlation** between Sense of Belongingness with the Organization and organizational conflict among Generation – Z in the organization.

H5 that is Hypothesis 5 stating that there is a significant relationship between Citizenship Behaviour & Recognition at Work and Organizational Conflict among Generation – Z in the organization. It has proven the alternative hypothesis where $r = -0.35$, indicating a **Weak Negative Correlation** between Citizenship Behaviour & Recognition at Work and organizational conflict among Generation – Z in the organization. ‘

DISCUSSIONS

The above statistical analysis can be interpreted that there is significant relationship between Perceived Work Environment and Organizational Conflict which approves the alternate hypothesis **H1**. The study conducted on Organizational Conflict and Employee Job Performance (Usendok, 2022), discussed about how employees job performance is affected by the organizational conflict happening in the organization. The research talks about how organization conflict happens because of the varieties or root cause in the intra-personal organizational conflict. The study states that organizational conflicts are inevitable and are caused by a variety of organisational experiences, including economic and goal incompatible approaches.

Whereas, the present study states that organizational conflict is associated with perceived work environment. The researcher goes to a length in finding some of the factors in perseverance of work environment which can be the cause of Organizational Conflict. The factors like working environment, Sociability & Co-operation within employees, Citizenship behaviour & Recognition at work and Sense of belongingness with the organization are some of the associative factors which can be the cause of organizational conflict. According to the stated Alternative Hypothesis **H1** that there is a significant association between Perceived Work Environment and Organizational Conflict, with the r value -0.83 stating, Strong Negative Correlation which interprets that as the perseverance of Work Environment goes high (Positive), Organizational Conflict is low in the organization because of the favourable and likeable environment. Whereas, if the perseverance of work environment goes low (Negative), Organizational Conflict is high in the organization because of the unfavourable and unlikeable environment.

As stated in **H2**, that there is a significant relationship between working conditions and organizational conflict which proves the alternative hypothesis as it shows r value as -0.84 indicating Strong Negative Correlation. It is interpreted as the highly efficient working conditions in the organization, the low chances of organizational conflict occur in the

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organization. Likewise, the low efficient working conditions in the organization, there are high chances of Organizational Conflict in the organization. Generation – Z expects a good efficient working condition in an organization where they work and for better performance. Working Condition is the bare minimum necessity an organization can offer to its employees and Generation – Z is the workforce who demands to work in an ambience where they can work efficiently and effectively for better performance and work deliveries. With the statistics from the collected data, it is driven that working conditions are highly associative with the Organizational Conflict among Generation – Z in the organization.

There is a significant relationship between Sociability & Co-operation within Employees and Organizational Conflict. This proves the alternative hypothesis **H3** with the r value as -0.84 which indicates that there is a significant Strong Negative Correlation between Sociability & Co-operation within Employees and Organizational Conflict among Generation – Z in the organization. The strong negative correlation indicates that the higher the sociability & Co-operation within the employees, there is low chance of organizational Conflict. Likewise, if there is lower sociability & Co-operation within employees, there is high chance of organizational conflict in the organization. Generation - Z are lot more into social environment and socialization in the organization. Unlike, Generation – Y who focused more on working and monetary aspect while working in an organization. Generation – Zs focus is more on social life within the organization and work life balance. They highly value the need to belonging and socialization with the colleagues and employees within the organization and not just be there to work in an organization. Thus, Sociability & Co-operation within employees is highly associative with the organizational conflict among Generation – Z in the organization.

There exists a significant relationship between Sense of belongingness with the organization and organizational conflict in the organization. This proves the alternative hypothesis **H4** with the r value as -0.22 which indicates that there is a significant Negative Correlation between Sense of belongingness with the organization and Organizational Conflict among Generation – Z in the organization. The r value depicts that there is a weak negative correlation between Sense of Belongingness with the organization and Organizational Conflict which interprets that if the sense of belongingness with the organization is high then there exists a low chance of Organizational Conflict. Likewise, if Sense of belongingness with the organization is low then there is high chance of organizational conflict. According to Dan Manian and Essence Wagstaff “The next big perk for Gen Z isn’t in the office: it’s belonging” the Generation Z workforce demands a sense of belonging at work (Manian & Wagstaff, 2022), Generation-Z feels the sense of ownness in their work environment as most of their hours revolve around work life. The present study also aligns with the previous research that there is an association with the sense of belongingness with the organization and organizational conflict because Generation – Zs goes by the need to belong and relate in wherever they are part of and most likely in their workplace.

There is a significant relationship between Citizenship Behaviour & Recognition at Work and organizational conflict in the organization. This proves the alternative hypothesis **H5** with the r value as -0.33 which indicates that there is a significant Negative Correlation between Citizenship Behaviour & Recognition at Work and Organizational Conflict among Generation – Z in the organization. The r value depicts that there is a weak negative correlation between Citizenship Behaviour & Recognition at Work and Organizational Conflict which interprets that if the Citizenship Behaviour & Recognition at Work are high then there is low chance of Organizational Conflict. Likewise, if Citizenship Behaviour & Recognition at Work is low then there is high chance of organizational conflict. Generation – Zs are the workforce which

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focuses on voluntary and other non-incentive initiatives along with work in the organization because they are socially active and aware about the issues and environment in the society. Along with that, Gen – Zs are high on validation and status in the place the work in. Recognition is the way Generation – Z feel highly validated in their work environment and encourages them to work more efficiently and cohesively in the organization. Thus, Citizenship Behaviour and Recognition at work have an association with organizational conflict.

CONCLUSION

The study “Perceived Attitude of Generation – Z towards Work Environment and Organizational Conflict” conducted by the research concludes that there is a significant association between Perceived Work Environment and Organizational Conflict. It focused on how Negative Strong Correlation was built on both the studied variables in this study with the r value as -0.83 . This study also focused on how sub factors of perceived work environment and organizational conflict were associated with each other. Working Conditions, Sociability & Co-operation within Employees, Sense of Belongingness with the organization and Citizenship Behaviour & Recognition at Work are the factors affecting and associative with the organizational conflict in the organization. As Generation – Z are the current forces in the organization there have been few researches done regarding understanding of the Generation-Z in the organization as well as few done in the reference to the employee-employer relationship regarding the current force in the organization. Also there have been studies related to organizational conflicts that employers and organization faces due to incoming of new generation in the workplace. Yet the research gaps this present study tried to bridge is the cause or underlying factors that contributes or affects the perseverance of work environment and organizational conflict which Generation – Z faces in an organization. Individuals who just join the organizations are aging from 17 to 25 years of age which signifies that they are currently working in an organization or a about to join workforce in an organization. Thus, researches have been very few as to how Generation – Z perceives their environment and what factors are contributing and impacting them while joining the workforce or already being a part of it.

There have been very few or next to no researches done with the factors of perceived work environment like working conditions, Sociability & co-operation within employees, Citizenship Behaviour & Recognition at Work and Sense of belongingness with the organization associated with organizational conflict or factors that are affecting Gen-Z in their working environment. The present study analysed and correlated all the factors associated with the perceived environment and organizational conflict which can be a contribution to organizations who are currently and will be hiring Generation – Z in their workforce for better sustenance and retention in an organization. According to the statistical analysis all the stated hypotheses have been proven; there is a significant Strong Negative association between Perceived Work Environment and Organizational Conflict among Generation – Z in the organization.

Thus, all these factors and sub factors contribute this to the previous study and the present study conducted by the researcher to analyse the current scenarios happening around in the work environment and work force among Generation – Z in the organization sector. Generation – Z is a workforce which is self-reliant as well as social which is more futuristic and believes in what they work, who they work for and where they work for. This study is a step towards understanding the upcoming and current force in an organization from their point of view which can be beneficial for the employer and organization as whole.

Limitations & Future Study

The limitations of the conducted study were that the Generation – Z is still not specifically defined and thus, there have various years and age group which defines as generation – Z so there is just an assumption about the defined Generation. Currently for this study Gen – Z was defined in years as 1997 to 2012 born. Also, for the study, the Generation – Zs currently comprises of 17 to 25 years of age entering or are already existing in the organization. As the study was conducted in hybrid form; online data validity is reduced as socially desirable factor as well as objective method of collection comes into the frame of conduct. Generation-Z is the budding population in the working field and few researches have been done on the same, so there was a lack in secondary data and literature review to support the theories and projections of the results driven for this study.

Further research can be done in all fields and careers of work where Generation – Z are currently working or will be entering the workforce soon, as current study just focused on Organizations or firms in organizational sector. As the current study was done with quantitative research design, further study can be done with mix research design where qualitative research is also there so that the data is more informative and content base which can be of great benefits in understanding the Generation – Z at good length. Implication of this study can be done in organizations and companies to understand the underlying factors which are essentials for Generation-Z to sustain and retain. The impact of gender on perceived work environment in the organization and how it can be a contributing factor to organizational conflict can also be explored.

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Conflict of Interest

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