

# *Incentives of Generation Y and Generation Z Employees in Cameras Manufacturing Industry*

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**Abstract:** In the process of global economic integration, the development of enterprises has shifted from emphasizing economic benefits to emphasizing employees' work enthusiasm and initiative. Generation Y and Z employees have become the primary labor force of many enterprises. Understanding their characteristics and meeting their needs is crucial for effective management and motivation. This study discusses the application of incentive strategies in improving the productivity and commitment of employees in Generation Y and Generation Z. This study emphasizes the importance of recognizing their personalities, providing opportunities for growth and development, and creating a positive work environment. Enterprises can enhance their competitiveness and achieve sustainable development by effectively motivating and attracting these employees.

## 1. Introduction

With the acceleration of global economic integration, talent is the primary productive force, and the development of enterprises has shifted from emphasizing economic benefits to emphasizing employee work enthusiasm and quality. The quality and confidence of employees' work will directly affect the operation and development of the enterprise. The spirit and initiative of employees determine the speed of development, technological iteration, and management innovation of the enterprise<sup>[1]</sup>. This article mainly focuses on a surveillance camera manufacturing company in Jiangsu as the research object. Through the analysis of the company's development strategy, effective incentive measures are established to mobilize employees' work enthusiasm and play an essential role in the development of the enterprise.

Professor William James of Harvard University in the United States found in his research on employee motivation that employees paid on time can only exert 20% -30% of their abilities. However, employees can exercise 80% -90% of their abilities if entirely motivated, with a 50% -60% gap caused by incentive work. That is to say, the power of the same person to exert after entire motivation is 3-4 times that of before basis<sup>[2]</sup>.

Ali B. Mahmoud, Leonola Foxman, Iris Moore, William D. Reisel, and Nicholas Grigoriu, together in the 2021 International Journal of Human Resources, studied respondents living and working in Canada under the theme "We are not your reincarnation! Work Motivation of Generation

X, Y, and Z", and provided answers to online surveys on self-management from the fourth quarter of 2017 to the end of January 2020.

Through research, they found that the motivational factors valued by each generation in Generation X, Generation Y, and Generation Z are crucial. Organizations should create an inclusive and understanding work environment for multiple ages and successfully convey a strong organization's image through new communication channels (such as social media networks) [3].

A surveillance camera manufacturing company in Jiangsu Province is a private enterprise established in 2012, mainly engaged in the research and development of surveillance cameras. It is a national high-tech enterprise and an excellent innovative enterprise in Jiangsu Province. The company has over 30 invention patents. Among the company's more than 400 employees, Generation Y and Generation Z employees account for about 70% of the total number of employees. Generation Y has more than 160 employees, and Generation Z has more than 120 employees, mainly distributed in the company's product design, research and development, and manufacturing departments.

## 2. Background of the Study

According to the statistics of the Pew Research Center in the United States, people born in different eras have a unique name [4], as the follow figure 1:

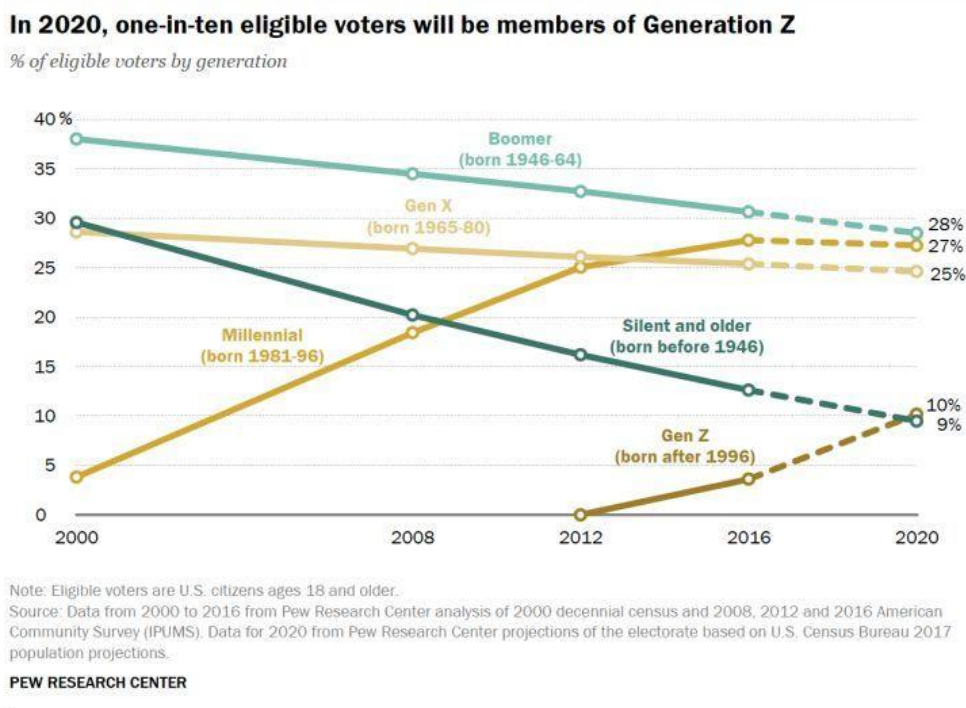


Figure 1: Percentage of Different Generations

**The Silent Generation:** Born before 1945, they grew up during World War II and the Cold War and had less experience in social change and technological innovation.

**Baby Boomers:** This generation was born between 1946 and 1964 and is a large population born after World War II, with a significant impact on society, economy, and culture.

**Generation X:** This generation was born between 1965 and 1980, after the baby boom generation, during which they underwent social transformation and rapid technological development.

**Generation Y:** This generation was born between 1981 and 1996 and was an early adopter of digital technology, experiencing the popularity of the Internet and characterized by openness, diversity, and

technology-driven characteristics.

Generation Z: This generation was born between 1997 and 2012, grew up in the digital age, is very familiar with social media and mobile technology, and has a sense of globalization, diversity, and social justice.

Incentive measures refer to the spirit or material of certain stimuli to stimulate human enthusiasm so that employees are intrinsically motivated to move toward the organization's goals. The purpose of employee incentives in enterprises is to encourage employees' intrinsic motivation, mobilize their enthusiasm and creativity, give full play to the intellectual effect of employees, and contribute to the practical survival and development of the enterprise [5].

By 2023, Generation Y and Generation Z employees have gradually become the primary labour force in society. Therefore, to achieve the ideal value orientation of Generation Y and Generation Z personnel through scientific incentive methods, better attract, motivate, retain them, and devote themselves wholeheartedly to their work, managers must first grasp the characteristics of Generation Y and Generation Z populations.

In China, since the vast majority of Generation Y and Generation Z are the only children in their families, they suffer from inner loneliness, poor resilience, and resilience to stress and setbacks, poor emotional stability, and a relative lack of loyalty to the team. By analyzing the similarities and differences between Generation Y employees and Generation Z employees, specifically employees of a surveillance camera manufacturing company in Jiangsu, they have a wide range of choices and many ways to earn economic income. For many people, work is just a choice. Generation Y places more emphasis on work as a top priority. At the same time, Generation Z employees seem to use it more as a stage to showcase their abilities or as a springboard to accumulate their abilities. Many even believe that work is a way to pass the time. Today, if you want to work, you can work; if you don't want to work, you can quit immediately.

In the years before Generation Z employees entered a surveillance camera manufacturing company in Jiangsu, the company, like other employees, adopted a traditional performance evaluation system that linked work performance to salary and bonuses. If an employee's performance is unsatisfactory, the result is to retain their basic salary without any other rewards, and there may even be a possibility of deducting a portion of additional income. On the contrary, bonuses and the company's overall operation will be expected if the performance is achieved well.

When Generation Z employees began to enter the company in recent years, this single economic incentive was not more tempting and could not play a more compelling motivation effect. Because they need financial incentives and the pursuit of a free and equal working environment, they are very concerned about evaluating their own work with a higher level of self-actualization needs [6].

This indicates that there are significant issues with the company's incentive measures, which are mainly analyzed in the following aspects:

1) Lack of spiritual incentives. The company has had no new ideas in the enterprise human resource management system for a long time, and the content is biased towards traditional formalization. There will not be too binding for a new generation of employees, but it will cause a reverse effect: no sense of belonging, inability to find their own position not to play their own strengths.

2) Personnel management incentive methods. In the development process for personnel management, the company lacks innovation and only exists in the system to manage people. There is no objective for the company's characteristics or the staff population structure to develop incentives suitable for their development.

3) Incentive mechanisms and performance appraisal are not coordinated. The two can't form a complementary and promotional relationship with each other, which can't provide favourable conditions for allocating human resources and stable development of the company.

### 3. Research Design and Methodology

In this study, a mixed survey design was used. Through a hybrid survey, the impact of economic and non-economic incentives on the productivity of Generation Y and Generation Z employees in the surveillance camera manufacturing industry was analyzed, as well as the existing differences. Interviews were conducted to understand companies' challenges in incentivizing Generation Y and Z employees in the surveillance camera manufacturing industry.

The research subjects are 100 employees of Generation Y and 100 employees of Generation Z from a surveillance camera manufacturing company in Jiangsu. To complete the questionnaire survey, the researchers used standardized survey methods to conduct telephone interviews and interview guidelines for Generation Y and Generation Z employees within Jiangsu Chuangxian Security Equipment Co., Ltd.

The researchers used telephone and face-to-face interviews to collect data from the respondents in this study. The questionnaire was standardized and divided into two parts: the first part is to answer the impact of economic incentives on the productivity of Generation Y and Generation Z employees, and the second part is to compare the differences in productivity impact between Generation Y and Generation Z employees after non-economic incentives, and the challenges faced by the camera manufacturing industry in incentivizing Generation Y and Generation Z employees, research experts validated these data collection tools, key company leaders, and some Generation Y and Z employees from other companies in the same industry.

Data was collected using mixed statistical methods. The data was presented as a table or chart, and using arithmetic averages can help understand the extent to which different factors affect respondents' thoughts. We used the 4-point Likert scale to study the impact of Generation Y and Generation Z employee incentives on their productivity, which is shown below as figure 2.

4-Point Likert Scale			
Score	Descriptive	Statements	Interpretation of Quantitative Rating of Scale
4	3.26-4.00	Strongly agree	The incentives given to the employees have a big impact on their productivity
3	2.51-3.25	Agreeing	The incentives given to the employees have an impact
2	1.76-2.50	Disagreement	The incentives given to employees have less impact on their productivity
1	1.00-1.75	Strongly opposing	The incentives given to the employees have no impact on their productivity

Figure 2: Likert Scale

The difference in the impact of incentive measures on Generation Y and Generation Z employees was analyzed using SPSS software to determine the different degrees of effects of incentive measures on Generation Y and Generation Z employees.

As shown on the figure 3-5 below, from 2020 to 2022, provided by the Jiangsu Chuangxian Security Equipment Co., Ltd. production department, Generation Y and Generation Z calculated the annual total production volume and employee productivity performance under the traditional incentive system of linking work performance with salary and bonus.

Output Value Statistics Table						
Year	2020		2021		2022	
Staff age	Gen Y	Gen Z	Gen Y	Gen Z	Gen Y	Gen Z
Total production /Number of people	2420707/184	1403020/118	2325956/172	1478583/123	1798212/156	1647352/161
Per capita output value	13156	11890	13523	12021	11527	10232

Figure 3: Output value statistics table

Product Bad Statistics Table						
Year	2020		2021		2022	
Staff age	Gen Y	Gen Z	Gen Y	Gen Z	Gen Y	Gen Z
Unqualified products /Number of people	10120/184	13924/118	9632/172	15498/123	6708/156	16261/161
Substandard products Per capita	55	118	56	126	43	101

Figure 4: Product Bad Statistics Table

Independent Samples T-Test										
		Levens's Test for Equal Variances								
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence interval Of the Difference	
								Lower		Upper
Work Performance	Equal variances assumed	10.587	0.001	2.689	4	0.001	3.45236	1.28374	0.93633	5.96869
	Equal variances not assumed			2.635	2.702	0.001	3.45236	1.31004	0.88358	6.02114

Figure 5: Significant difference in productivity between Gen Y and Gen Z

#### 4. Conclusions and Recommendations

The following conclusions were drawn through the analysis of the data obtained in this study.

1) From 2020 to 2022, Generation Y and Generation Z employees showed poor work enthusiasm, lack of personal attention, weak collective cohesion, and low productivity under the traditional salary system and incentive measures.

2) There is a significant difference in productivity between Generation Y and Generation Z employees. Generation Y employees have higher per capita production per unit time than Generation Z employees and lower product failure rates.

3) Incentive measures have a massive impact on the productivity of Generation Y and Generation Z employees, which can bring a positive work attitude to Generation Y employees and Generation Z employees, which is beneficial for everyone to boost morale, improve work efficiency, and enhance productivity during work.

4) Scientific and reasonable economic and non-economic incentive measures make Generation Y and Generation Z employees believe there is a significant difference in incentives. Due to the different needs of each employee, the targeted incentive measures are also varied to achieve the optimal incentive effect for each employee.

5) The challenges faced by the camera manufacturing industry in terms of motivation for Generation Y and Generation Z employees are: a. the company's corporate culture is not perfect, b. employees' work abilities cannot be fully utilized, and c. the company's love and sense of belonging to employees are insufficient.

#### 5. Suggest

1) A surveillance camera manufacturing company in Jiangsu wants to attract and retain a high-quality, competitive workforce in the digital knowledge era of fierce competition for human resources, and scientific and practical incentives and a reasonable compensation management system are essential.

2) For the characteristics of Generation Y and Generation Z employees' growth environments and generations, a surveillance camera manufacturing company in Jiangsu should consider using different incentive strategies when taking incentive measures.

3) A surveillance camera manufacturing company in Jiangsu needs to establish a set of fair and

transparent economic and non-economic incentives, which are very important for improving employee motivation and high work efficiency. This can stimulate employee motivation, enhance the centripetal force and cohesion of the enterprise, and play a significant role in improving employee efficiency and the development of enterprise production.

4) Generation Y and Generation Z believe there should be significant differences in motivation, as each employee's needs are different and are targeted differently. For Generation Y employees, physiological conditions are more substantial than safety needs, while for Generation Z employees, the ability to perform challenging work is the critical dominant need factor.

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