



## A DECISION SUPPORT SYSTEM BASED ON THE PERSPECTIVE OF GENERATION Z TO THE CONCEPT OF SHIFT WITH THE EFFECT OF COVID-19

COVID-19 ETKİSİYLE Z KUŞAĞININ MESAI KAVRAMINA BAKIŞ AÇISINA DAYALI BİR KARAR DESTEK SİSTEMİ

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### Abstract

In today's world, an event that has not been seen for many years, the virus called Covid-19 has entered human life and seriously affected it. While globalization has had a positive effect in many areas, globalization with Covid-19 has had a negative effect around the world. It has affected many areas of world life since the end of 2019. The most important of these areas is business life. This period, in which measures such as curfews, quarantine, and closure of workplaces were implemented, affected the business life perspective of generation Z, who just started their business life. In a process where remote working models have been discussed in recent years, and different working models have been introduced, especially for the generation Z, remote working and hybrid models have been put forward with Covid-19. This process is an important process that will affect both employers, consumers, and employees. In this context, it is necessary to design overtime concepts within the harmony and coordination of all stakeholders. The aim of this study is to evaluate the perspective of the generation Z on the concept of overtime with the effect of Covid-19 and accordingly to create a decision support system using the Analytical Hierarchy Process (AHP). For this, a team of 20 people was first formed, and surveys were prepared to be made to the generation Z individuals. This survey was also conducted on 432 new graduates and senior university students from the generation Z and the results were evaluated.

**Keywords:** Covid-19, Generation Z, AHP

### Öz

Günümüz dünyasında uzun yıllardır görülmemiş bir olay ile karşılaşarak, Covid-19 olarak adlandırılan virüs insan hayatına girerek ciddi bir şekilde etkisi altına almıştır. Küreselleşmenin birçok alanda pozitif etkisi görülürken, Covid-19 ile küreselleşme dünya genelinde negatif olarak bir etki vermiştir. 2019 yılının sonlarından günümüze kadar dünya hayatının birçok alanını etkilemiştir. Bu alanlardan en önemlisi de iş hayatıdır. Sokağa çıkma yasakları, karantina, iş yerlerinin kapatılması gibi tedbirlerin hayata geçirildiği bu dönem, iş hayatına yeni başlayan Z kuşağının iş hayatına bakış açısını etkilemiştir. Son yıllarda uzaktan çalışma modellerinin konuşulduğu, özellikle Z kuşağı açısından farklı çalışma modellerinin ortaya konulmaya başlandığı bir süreçte Covid-19 ile zorunlu olarak uzaktan çalışma ve hibrid modeller ortaya konulmuştur. Bu süreç hem işveren hem tüketici hem de çalışanları etkileyecek önemli bir süreçtir. Bu bağlamda tüm paydaşların uyum ve koordine dahilinde mesai kavramlarının tasarlanması gerekmektedir. Bu çalışmanın amacı, Covid-19 etkisiyle Z kuşağının mesai kavramına bakış açısını değerlendirmek ve buna bağlı olarak Analitik Hiyerarşi Prosesi (AHP) kullanarak bir karar destek sistemi oluşturmaktır. Bunun için öncelikle 20 kişilik bir ekip oluşturulmuş ve bu şekilde Z kuşağı bireylerine yapılmak üzere anketler hazırlanmıştır. Z kuşağından 432 yeni mezun ve üniversite son sınıf öğrencisi üzerinde de bu anket çalışması yapılmış ve elde edilen sonuçlar değerlendirilmiştir.

**Anahtar Kelimeler:** Covid-19, Z kuşağı, AHP

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## 1. Introduction

Differences between generations have become a remarkable issue in recent years, considering the perspectives on business life and the increasing desire for freedom. As a result of this, there was a need to know the generations, to evaluate their needs and wishes, and to regulate the working conditions accordingly.

The concept of generation can be defined as groups born between approximately the same years and having similar thoughts in terms of expectations and behaviors. Today, comparisons are made between X, Y and Z generations and their behavioral differences are evaluated.

Generation X is a generation that was born between 1961-1980 and was mostly affected by political and economic crises. For this reason, it is a generation dominated by anxiety and fear (Çatalkaya, 2014).

Generation Y was born between 1980-1995 and is the generation we mostly encounter in business life today. It is a generation dominated by technology and consumption culture. The education level of the Y generation is higher than the X generation. Also, he is prone to technology and innovations. The dominance of anxiety and fear in the X generation was not reflected in this generation.

The generation formed by individuals born between 1995 and 2012 is the generation Z. Technological aptitude is much higher compared to the Y generation. The fact that technology can be used easily in every field has also provided easy access to information. Generation Z, which has a higher education rate, has become a generation that has more self-confidence and more free decisions compared to other generations. In this generation, where technological developments are experienced more and access to many things, including information, is easier, the feeling of impatience has also prevailed. Another feature of this generation that consumes fast and loves practicality is its love of freedom (Sidorcuka & Chesnovicka, 2017).

This difference in the perspective of the generation Z on life has also changed their thoughts towards business life. Individuals in this generation want a motivation-oriented working life. Observing that generation Y, their parents, spend a lot of time in business life, generation Z wants to work more flexible, to spend more time on personal needs and home. This causes them to oppose strict control in business life and to want to be freer (Keleş, 2011).

The reflections of generational differences on business life can be clearly observed. And at this point, conflicts can arise from time to time. While there are differences of opinion between generations in business life, these differences of opinion have gradually increased because of the pandemic called Covid-19. The virus, called Covid-19, which was first seen in Wuhan, China in December 2019 and where the first cases were detected in Turkey in March 2020, has shown its effect in all areas to a large extent. The Covid-19 process, which brought many mandatory measures with it, has caused radical changes in business life from time to time (Tekin, 2020).

Generation Z students during the Covid-19 process; they were able to continue their education at home via technology and attend their exams from home with an online connection. While all these were seen as impossible for the previous generations, the generation Z spent the times in which their perspectives would be formed in this way.

In addition to these, individuals who are in contact with the outside are afraid of carrying diseases to their elderly relatives if they are at home, or to their parents if they are not, so they wanted to be at home.

Seeing that they can do education and entertainment remotely, generation Z has seen that they can also do things remotely in their family or in their working life, as in all processes, they can sit in front of the computer and finish their work and then continue their routines at home again. This situation has led to forgetting normal life and responsibilities before Covid-19, getting used to the comfort of home, introversion rather than sociability, self-sufficiency, and individuality.

In this context, this period, in which measures such as curfews, remote working, and closure of workplaces were implemented, in addition to all the usual ones, changed the perspective of the generation Z, who just started their business life, and caused them to see that things can be done in this way.

Generation Z, who will make up most of the business life in the future, has been more affected by these processes than other generations, and accordingly, has had difficulties in returning to old routines after the pandemic. For this reason, employers and parents should analyze the perspectives of the generation Z on business life, working conditions and the concept of overtime before entering an expectation.

Within the scope of this study, the perspective of the generation Z on the concept of shift was evaluated with the effect of Covid-19. First, group of 20 people was formed, and questionnaires were prepared in this way. This survey was also conducted on 432 new graduates and senior university students from the generation Z and the results were evaluated.

## **2. Literature Review**

Previous studies on the generation Z, their perspectives on business life and the Covid-19 pandemic have been reviewed and summarized in this section.

Büyükuslu (2017), evaluated the expectations of the generation Z from business life in his study. At this point, it has been determined that the generation Z attaches importance to education and wants to be understood. He also concluded that generation Z expects to be supported and motivated in business life.

Bolser & Rachel (2015), in their study on generation Z, concluded that individuals in this generation are self-confident in business life, can focus on more than one job at the same time, and are creative and innovative.

Şimşek (2019), in his study on 300 students, concluded that the generation Z is tolerant in business life and likes to help. Generation Z, which adopts a business life in this way, expects the same behavior from its managers and wants a friendly working environment.

Başar (2017), examined the perspectives of the generation Z on business life, he saw that they were aware that all information was changing rapidly. He also determined that the individuals of this generation think that they should constantly improve themselves and keep them up to date. This causes them not to want to work in the same sector for a long time and to want different sectors and working environments.

Mitchell (2018), determined that this generation, who adopts technology well, also wants to use technology a lot in business life.

Bencsik & Machova (2016), observed that the generation Z individuals want to understand and adopt the work they will do well and that job descriptions are of great importance for them.

Wozniak (2016), in his study, saw that the biggest expectation of the generation Z from business life is the opportunity to have a say in the organization. In addition, he concluded that they attach great importance to the concepts of respect and motivation.

Kızıldağ (2019), conducted a study on which subjects the generation Z most wanted to get information about in job interviews. As a result of this study, it has been determined that the first thing that the generation Z wants to get information about in job interviews is wages. After the salary, they wanted to know about promotion and career opportunities, working conditions, fringe benefits and training opportunities.

Akar (2015), in his study, concluded that the generation Z is more successful in individual work rather than teamwork in the work environment. This shows that the generation Z adopts more individual and flexible working.

While the expectations of the generation Z from the business life are like this, the changes in the way they work with the Covid-19 pandemic process have become meeting these expectations.

Curfews, factories closed due to quarantine, extraordinary situations such as working from home or with a watch system have caused radical changes in the way of working. When we consider the differences between generations, the generation Z has adapted very quickly to these working styles, while the generations X and Y have had difficulty getting used to it. This process, dominated by technology and communication, has also greatly affected the perspective of the generation Z on the concept of shift.

Unvan & Özturan (2020), observed that the generation Z does not adopt to work depending on the place in business life and they like to work in virtual environments rather than physical environments. Ünlü (2020), determined that the generation's Z love of working in virtual environments caused them to protect themselves from the psychological effects of pandemic conditions.

As can be seen from all these studies, it is very important to analyze the expectations of the generation Z from business life. Thanks to this analysis, expectations can be balanced, and processes can be improved through cooperation.

In this context, to analyze the expectations of generation Z from business life, national and international sources have been examined and some studies on this subject are given in Table 1.

**Table 1.** Studies In the Literature

	Education	Motivation	Individuality	Self Confidence	Creativity	Innovator	Tolerance	Technology
Addor (2011)	X							X
Akar (2015)			X					
Başar (2017)	X				X	X		
Bascha (2011)		X	X	X				
Bencsik & Machova (2016)		X	X					
Bolser & Rachel (2015)				X	X	X		
Büyükuslu (2017)	X	X			X	X		
Coombs (2013)			X	X				X
Iorgulescu (2016)			X	X				
Kızıldağ (2019)	X			X				
Mihelich (2013)				X				X
Mitchell (2018)								X
Ozkan & Solmaz (2015)	X			X				
Schawbel (2014)		X		X		X	X	
Slavin (2015)			X	X				X
Singh & Dangmei (2016)				X	X	X		
Şimşek (2019)	X						X	
Ünlü (2020)			X					X
Unvan & Özturan (2020)			X					X
Wood (2013)		X	X	X				

As seen in these studies, the expectations of the generation Z from business life and their characters in business life may differ. While these expectations have come to the fore with their self-confidence in some studies, they have come to the fore with their innovative, creative and technology curiosities in some studies. Unlike other generations, the generation Z has adopted technology much better. But there is one thing that should not be forgotten, this generation has adopted individuality in business life as in other fields.

### 3. Methodology

#### 3.1. Data Analysis

Many new ways of working have been encountered in our business lives with the effect of the Covid-19 pandemic process. The common features of these working methods are

it is to prevent crowded work environments, to support individual work and to minimize contact in pandemic conditions.

Within the scope of the study, alternatives, and criteria to be used in the decision support system were determined within the group of 20 people. This group of 20 people; students, academics, psychologists, human resources specialist from various sectors and newly graduated student groups. First of all, opinion forms were created for this group, which we called the working group, and a file containing information about the study was sent. These opinion forms consist of questions on the Covid-19 process, generation Z, remote work and motivation. When they filled out and submitted the opinion forms, these forms were first analyzed, and the results were shared with the working group. Afterwards, the working group was first brought face-to-face and brainstormed, and then they were interviewed twice online to determine the alternatives and criteria to be used in the study. Information about the working group is given in Table 2.

**Table 2.** Working Group and Information

	Gender	Education	Job
P1	Male	Undergraduate	Student
P2	Female	Undergraduate	Student
P3	Male	Ph.D	Academician
P4	Female	Ph.D	Psychologist
P5	Female	Ph.D	Academician
P6	Male	Undergraduate	Graduate
P7	Male	M.Sc.	Human Resources Specialist
P8	Female	Undergraduate	Graduate
P9	Male	Undergraduate	Graduate
P10	Male	Undergraduate	Student
P11	Female	Ph.D	Academician
P12	Male	Undergraduate	Student
P13	Female	M.Sc.	Graduate
P14	Male	M.Sc.	Psychologist
P15	Female	Undergraduate	Human Resources Specialist
P16	Male	Undergraduate	Graduate
P17	Male	Undergraduate	Student
P18	Male	Undergraduate	Student
P19	Female	M.Sc.	Graduate
P20	Female	Undergraduate	Human Resources Specialist

Alternatives determined by common decision because of the discussions in the working group were working from home, working at work, hybrid working, job sharing, project-based, part-time and on-call working. While these alternatives were determined, the opinions of the students and graduates in the study group were also very effective. In addition, academics have expressed their opinions according to the expectations of the generation Z from business life because of the interviews they had with the students at their universities. Human resources specialist also shared their observations and experiences because of their job interviews.

The most common way of working during the pandemic process is working from home. Working from home is the use of technology to carry out all or most of the work outside the workplace in a home environment (Kavi & Koçak, 2010).

Working at the workplace, which was the usual order before the Covid-19 process, is an indispensable way of working for many sectors. It is an inevitable way of working for labor-intensive businesses.

Hybrid work is defined as half home, half office work. While certain works are done from the workplace for specified periods, it includes working from home while the remaining works are done (Utaş et al., 2017).

Work sharing is achieved by sharing the full-day work by more than one employee, and each employee arriving at work in order at the specified hours. The feature that distinguishes it from hybrid work is that the nature of the work is full-time. In hybrid work, the employee can come and complete the work given to a single person and go to the workplace, while a full-time job is shared in job sharing (Öztürkoğlu, 2013).

Project-based work, groups are formed according to the nature of the project. It can also be defined as a seasonal working method. The main feature that distinguishes it from full-time work is that the day to be worked is predetermined (Erdeş, 2021).

Working part-time for shorter than normal working hours is defined as part-time work. Its most basic features are short working times, regularity, and optionality (Centel & Süzek, 2002).

On-call operation is like the hybrid mode of operation. However, it is not based on working from home at certain times, as in hybrid work. It is a form of work in which the employee comes to the workplace upon the call of the employer while continuing to work from home. It is based on flexible working (Öztürkoğlu, 2013).

The working group also worked on the criteria according to which alternatives should be evaluated. As a result, the criteria are motivation power, performance, cost, ease of transportation and efficiency. After the working group completed its work at this point, a questionnaire form was created that also included these alternatives and criteria. This questionnaire was sent by communicating with generation Z of 423 people and the results were analyzed.

### **3.2. Solution Method Determination**

Analytical hierarchy process is a method that is frequently used in decision-making processes in terms of evaluating qualitative and quantitative variables together (Yüksel and Adnan, 2006). Also, AHP method, which is a multi-criteria decision-making method, is a method that can help to improve the decision-making process as well as being easy to understand and apply. The use of AHPs can ensure that the criteria and subscale criteria are

systematically compared and evaluated. In AHP, it is the first step to determine the criteria and the sub-criteria belonging to it in the direction of the decision maker and to create the hierarchical structure. Potential alternatives are then determined by considering the criteria. The result is a hierarchical structure for decision. After the hierarchical structure has been established, binary comparison decision matrices are constructed to compare the alternatives based on each criterion and to compare the criteria among themselves. In constructing these matrices, 1-9 importance scale recommended by Saaty (1990) is used.

Relative or absolute measures are used to obtain binary comparisons. Judgments in AHP according to the information obtained from them 1 equally important, 3 important at medium level, 5 important at strong level, 7 important at very strong level, 9 definite important matrices are transformed. This feature is called a response feature. The second stage of AHP is the creation of normalized matrices. The normalized matrix is obtained by dividing the value of each column separately into the corresponding column sum. Move to normalized matrix; the average of each sequence value is taken. These values are the weighted weights for each criterion (Bertolini et al., 2006). The final step of the AHP is to multiply the importance weights of the criteria and the importance weights of the alternatives and to find the priority value of each alternate. The sum of these values equals to 1. The highest value alternative is the best alternate for the decision problem (Darko et al., 2019).

Within the scope of this study, while the AHP method was started to be applied, alternatives and criteria were determined in line with our purpose.

The criteria which chosen by the study team are motivation power, performance, ease of transportation, efficiency, workplace, communication power.

The alternatives which chosen by the study team are home office, workplace, hybrid, work sharing, project based, part time and on call work.

Firstly, the criteria were graded within themselves with the AHP method. In this way, it has been observed which criteria are more important for the generation Z and which criteria are less important. This was done by comparing the criteria with each other. The pairwise comparison matrix between the criteria is given in Table 3.

**Table 3.** Pairwise Comparison Matrix of Criteria

	Motivational Power	Performance	Ease Of Transportation	Efficiency	Workspace	Communication Power
Motivational Power	1,00	6,00	7,00	0,14	8,00	6,00
Performance	0,17	1,00	0,14	0,14	8,00	8,00
Ease Of Transportation	0,14	7,00	1,00	0,13	0,17	0,17
Efficiency	7,00	7,00	8,00	1,00	8,00	8,00
Workspace	0,13	0,13	6,00	0,13	1,00	0,14
Communication Power	0,17	0,13	6,00	0,13	7,00	1,00



The next step after generating the pairwise comparison matrices is to normalize the comparison matrix. The normalization process is calculated as shown in equation 1 (Saaty, 2003).

$$a'_{ij} = \frac{a_{ij}}{\sum_{i=1}^n a_{ij}} \quad i = 1,2,3, \dots, n \text{ and } j = 1,2,3, \dots, n \quad (1)$$

When equation 1 is applied for all cells, a normalized comparison matrix is obtained. The normalized comparison matrix for the criteria is shown in table 4.

**Table 4.** Normalized Comparison Matrix

	Motivational Power	Performance	Ease Of Transportation	Efficiency	Workspace	Communication Power
Motivational Power	0,12	0,28	0,25	0,09	0,25	0,26
Performance	0,02	0,05	0,01	0,09	0,25	0,34
Ease Of Transportation	0,02	0,33	0,04	0,08	0,01	0,01
Efficiency	0,81	0,33	0,28	0,60	0,25	0,34
Workspace	0,01	0,01	0,21	0,08	0,03	0,01
Communication Power	0,02	0,01	0,21	0,08	0,22	0,04

The next step is to determine the importance levels. Significance levels are calculated from the normalized comparison matrix. Equation 2 is used (Saaty, 2003).

$$w_i = \frac{\sum_{j=1}^n a'_{ij}}{n} \quad i = 1,2,3, \dots, n \text{ and } j = 1,2,3, \dots, n \quad (2)$$

The degrees of criteria obtained from the AHP method are given in table 5.

**Table 5.** Average Weight Values for Criteria

Criteria	Average Weight
Motivational Power	0,21
Performance	0,12
Ease of Transportation	0,08
Efficiency	0,44
Workspace	0,06
Communication Power	0,10

As can be seen here, generation Z has given importance to the criterion of efficiency in business life. The reason for this is that they think that the effective and efficient execution of work is more important than physical work and the concept of overtime. They stated that once a job is done and completed successfully, it doesn't matter where it is done.

Afterwards, the alternatives were evaluated according to the criteria. Thus, the priority order was obtained among the alternatives, so that the thoughts of the generation Z about the perspective of business life were learned. In Table 6, the pairwise comparison matrix of motivational power is given. As in the motivational power criterion, pairwise comparison matrices were created for all criteria.

**Table 6.** Pairwise Comparison Matrix of Motivational Power Criteria

Motivational Power	Home Office	Workplace	Hybrid	Work Sharing	Project Based	Part time	On Call Work
Home Office	1,00	8,00	5,00	0,13	0,20	7,00	4,00
Workplace	0,13	1,00	0,17	0,13	0,14	0,20	0,20
Hybrid	0,20	6,00	1,00	0,14	5,00	6,00	5,00
Work Sharing	8,00	8,00	7,00	1,00	7,00	7,00	8,00
Project Based	5,00	7,00	0,20	0,14	1,00	6,00	7,00
Part time	0,14	5,00	0,17	0,14	0,17	1,00	7,00
On Call Work	0,25	5,00	0,20	0,13	0,14	0,14	1,00

The importance weights obtained from the pairwise comparison matrices are written as a matrix. The importance levels of the alternatives are obtained by multiplying the matrix obtained from the importance levels of the criteria with this new matrix (Özcan, 2012). The calculation of importance weights is shown in equation 3.

$$\begin{bmatrix} 0,16 & 0,15 & 0,28 & 0,16 & 0,16 & 0,02 \\ 0,02 & 0,02 & 0,01 & 0,04 & 0,02 & 0,29 \\ 0,15 & 0,15 & 0,12 & 0,11 & 0,12 & 0,11 \\ 0,40 & 0,40 & 0,24 & 0,38 & 0,38 & 0,26 \\ 0,16 & 0,17 & 0,21 & 0,18 & 0,18 & 0,14 \\ 0,07 & 0,07 & 0,07 & 0,11 & 0,11 & 0,13 \\ 0,04 & 0,04 & 0,07 & 0,02 & 0,04 & 0,05 \end{bmatrix} * \begin{bmatrix} 0,21 \\ 0,12 \\ 0,08 \\ 0,44 \\ 0,06 \\ 0,10 \end{bmatrix} = \begin{bmatrix} 0,15 \\ 0,06 \\ 0,13 \\ 0,36 \\ 0,17 \\ 0,10 \\ 0,03 \end{bmatrix} \quad (3)$$

The degrees of alternatives obtained from the AHP method are given in table 7.

**Table 7.** Average Weight Values for Alternatives

Alternatives	Average Weight
Home Office	0,15
Workplace	0,06
Hybrid	0,13
Work Sharing	0,36
Project Based	0,17
Part time	0,10
On Call Work	0,03

When we look at the priority levels for the alternatives, it is seen that the work sharing has a greater importance. It is thought that the reason for this is that they do not want to be at the full-time workplace. It was seen that they wanted to go to work at certain times of the day by sharing the things to be done and then be free. Again, the importance they attach to efficiency is seen here as well. They aim to do it in a short time by sharing the work they will do during long working hours. In this way, they will not stay connected to the workplace. This alternative is followed by project-based work. Again, this is because they do not want to stay at work for a long time. After completing their work, they want to leave the workplace freely.

#### **4. Results and Discussion**

Differences between generations appear in many areas of our lives from past to present. Although generational conflicts, different perspectives, and different wishes cause difficulties from time to time, each new generation has shaped their lives according to their own thoughts.

Today, one of the areas where intergenerational conflicts are most common is business life. Unlike other generations, the generation Z has a more flexible and individual business life expectancy. While this expectation continues, because of the pandemic called Covid-19, differences of opinion about business life have gradually increased. The virus, called Covid-19, has shown its effect in all areas to a large extent. The Covid-19 process, which brought mandatory measures with it, also caused mandatory changes in business life. This period, in which many measures such as curfews, remote working, and closure of workplaces were implemented, led to a further change in the perspective of the generation Z, which has just started business life. Generation Z, who cares whether the work is done in the desired way rather than where it is done, has moved away from today's concept of shift and has adopted flexible working models.

Within the scope of this study, the perspective of the generation Z on the concept of shift was evaluated with the effect of Covid-19. First, a working group of 20 people was formed and within the scope of the study, alternatives and criteria to be used in the decision support system were determined. Working group; students, academics, psychologists, human resources from various sectors and newly graduated student groups. As a result of their brainstorming and sector analysis, the working group determined the criteria to be used in the

decision support system as motivation power, performance, ease of transportation, efficiency, work area and communication power. The alternatives to be evaluated in line with these criteria are work from home, workplace, hybrid, job sharing, project-based, part-time and on-call work. In order to rank each alternative according to the criteria, a questionnaire was prepared and applied on the generation Z. This survey was also conducted on 432 new graduates and senior university students from the generation Z and the results were evaluated. Alternatives were rated using the Analytical Hierarchy Process (AHP). Accordingly, the most important criterion for the generation Z is efficiency, and the following criteria are motivational power, performance, communication power, ease of transportation, and workspace, respectively. Among the alternatives evaluated according to these criteria, it was seen that the most important alternative was work sharing. Alternatives after job sharing are as follows; project based, home office, hybrid, part time, workplace and on call work.

As a result of the study, when meetings were held with the working group again, it was seen that the job sharing alternative, which was adopted more by the generation Z with the Covid-19 process, was in the first place. Generation Z will only be in the workplace on the required days and certain hours with job sharing and then they will be free from work. In the background of this result, it was seen that the generation Z did not accept working from home too much. The reason for this is that he thinks that when he works from home, he will spend the whole day at work. For the same reason, it was seen that project-based work came after the job sharing alternative. The perspective of the generation Z on business life has changed considerably with the Covid-19 process, where unusual events were experienced. In this process, he saw that the working conditions he adopted and wanted were possible, and he defended the view that the space was secondary for the effective execution of the works.

If the generation Z, who has just started business life, is not well understood, it is inevitable that they will conflict with the Y generation waiting for them. For this reason, the expectations and wishes of this generation should be analyzed well. This study presented a decision support system based on the perspective of the generation Z on the concept of shift with the effect of Covid-19 and analyzed the expectations of this generation.

Intergenerational conflicts have not yielded positive results in any area of life. Generations that understand each other and try to respond to each other's wishes and expectations, rather than conflict, have always been more successful. It is necessary to accept that each age group may have different views, thoughts and perspectives on life. Only in this way can a result be achieved, and improvements can be made.

In addition, above all, it should be accepted that the covid-19 process is not an easy process at all. It is necessary to know that the losses we have experienced in this process, the time spent at home and the new normal will not be left behind quickly.

At this point, employers and companies should develop working models suitable for the generation Z to maintain sustainability and achieve high efficiency. The different perspectives and thoughts of the generation Z should not be overlooked. In addition, it is recommended that managers and employers in the generations X and Y should not compare with their own generations. It is necessary to accept each generation with their own way of life.

The aim here is to ensure the sustainability of companies and to produce products and services with high efficiency, beyond satisfying and making the generation Z happy. In this way, the inefficiency caused by the environments where conflicts occur, and employees come and go to work unsatisfied will be eliminated. In order to carry out the work more efficiently and effectively, it is recommended to set aside the conflicts between generations and the

differences of opinion and to accept some flexibility for a happy and productive work environment.

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