

**A STUDY ON DETECTING PRIORITIZED EMPLOYEE ENGAGEMENT
AREAS AFFECTING CC SUSTAINABILITY FROM GEN-Z WORKFORCE
PERSPECTIVE USING INTUITIONISTIC FUZZY SET EXTENSIONS**

**(SEZGİSEL BULANIK KÜME KULLANILARAK Z KUŞAĞI İŞ GÜCÜ
PERSPEKTİFİNDEN KURUMSAL KÜLTÜRÜN SÜRDÜRÜLEBİLİRLİĞİNİ
ETKİLEYEN ÖNCELİKLİ ÇALIŞAN BAĞLILIĞI ALANLARININ TESPİTİ)**

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LIST OF SYMBOLS

CC : Corporate Culture

SDG : Sustainable Development Goal

AI : Artificial Intelligence

CSR : Corporate Social Responsibility

SME : Small and Medium Enterprises

HR : Human Resources

HRM : Human Resources Management

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ABSTRACT

This article addresses issues affecting corporate culture sustainability, such as high turnover rates and declining employee commitment observed with the entry of Generation Z (Gen-Z) into the workforce. Given the increasing importance of corporate culture sustainability in the business world, understanding these issues and developing effective solutions has become critical, leading human resources professionals to conduct studies in this field. In this context, this research, conducted using data analysis methods, focuses on accurately identifying the challenges that arise during the integration of Gen-Z into the workplace. The main objective of the study is to determine the primary causes behind the increased turnover rates and decreased employee commitment in the workplaces of the younger generation compared to the past. The research concentrates on consistent changes that organizations can make to overcome these issues. The research findings will identify organizational culture type that should be chosen and key areas contributing to the reduction in employee commitment from the perspective of the young workers. The results will contribute to the literature by providing strategic recommendations that focus on improving corporate culture sustainability. These outcomes will guide the business world in facilitating the integration of Gen-Z into the workforce and help companies take steps toward creating a sustainable work environment.

This study scrutinized the pivotal factors influencing employee engagement within the Generation Z workforce in organizational contexts. Utilizing the intuitionistic fuzzy set extensions methodology, the research endeavored to delineate these factors and recommend suitable organizational culture types to sustain corporate ethics based on the findings of the survey conducted for this thesis.

Data were amassed from young professionals and seasoned individuals across various sectors through a comprehensive survey. The analysis yielded intriguing insights into the preferences and priorities of Generation Z employees regarding organizational culture. Among the identified criteria, values emerged as the primary determinant of employee engagement. Core values such as transparency and diversity consistently garnered high scores from participants across different work culture paradigms. This outcome

underscores the necessity of upholding a robust ethical foundation to foster a positive work environment and augment employee satisfaction.

Communication was discerned as another critical factor impacting employee engagement. Effective communication channels, feedback mechanisms, and interpersonal relationships were identified as pivotal elements of organizational success. Cultivating a supportive, people-centric culture that promotes open dialogue and collaboration can markedly enhance employee morale and productivity.

Furthermore, the study accentuated the significance of growth opportunities and work-life balance initiatives within organizational cultures. Generation Z employees exhibited a strong propensity towards organizations that prioritize continuous learning and offer flexible work arrangements. This highlights the imperative for companies to adapt their policies and practices to align with the evolving expectations of the young workforce.

Digital integration within organizational culture also played a substantial role in influencing employee engagement. The findings suggested that Generation Z professionals value environments that foster innovation and embrace technological advancements. This accentuates the importance of incorporating digital tools and platforms into organizational strategies to address the preferences of this demographic.

Although the growth criterion was ranked as the least important, it remains a crucial factor in enhancing employee engagement, particularly in light of the literature on Generation Z employee engagement. It is imperative not to overlook growth while aiming to bolster engagement. Young professionals are motivated by opportunities for professional and technical training and self-improvement.

The survey results indicated that the most preferred type of organizational culture among Generation Z is the "people-oriented organizational culture." This is followed by the "innovative and entrepreneurial organizational culture," with the "supportive leadership culture" being the least preferred. These findings are unsurprising given the characteristic traits of Generation Z. They favor non-hierarchical work environments where their impact

is visible, where they can develop themselves, and where communication is strong. Additionally, ethical values such as inclusive diversity hold significant importance for Generation Z. Therefore, they prefer to work in companies with a people-oriented organizational culture.

In summary, the findings of this study emphasize the importance of aligning organizational culture with the preferences and priorities of the Generation Z workforce. By comprehending and addressing the specific needs of this demographic, organizations can cultivate a more inclusive, engaging, and productive work environment. Future research should continue to examine these dynamics with larger and more diverse sample groups and validate and expand upon the proposed recommendations.

ÖZET

Bu tez, Z kuşağının (Gen-Z) iş gücüne katılımıyla gözlemlenen yüksek kısa sürede işten çıkış oranları ve azalan çalışan bağlılığı gibi kurumsal kültür sürdürülebilirliğini etkileyen sorunları ele almaktadır. İş dünyasında kurumsal kültür sürdürülebilirliğinin artan önemi göz önüne alındığında, bu sorunları anlamak ve etkili çözümler geliştirmek kritik hale gelmiş, bu da insan kaynakları profesyonellerini bu alanda araştırmalar yapmaya yönlendirmiştir. Bu bağlamda, intüisyonistik bulanık küme uzantıları ve veri analiz yöntemleri kullanılarak gerçekleştirilen bu araştırma, Z kuşağı çalışanların iş yerine entegrasyonu sırasında ortaya çıkan zorlukları doğru bir şekilde tanımlamaya odaklanmaktadır. Çalışmanın temel amacı, genç neslin iş yerlerinde artan erken işten çıkış oranlarının ve azalan çalışan bağlılığının arkasındaki temel nedenleri belirlemektir. Araştırma, bu sorunların üstesinden gelmek için organizasyonların yapabileceği tutarlı değişikliklere odaklanmaktadır. Araştırma bulguları, genç çalışanların bakış açısından çalışan bağlılığının azalmasına katkıda bulunan alanları ve seçilmesi gereken organizasyonel kültür türünü belirleyecektir. Sonuçlar, kurumsal kültür sürdürülebilirliğini iyileştirmeye odaklanan stratejik öneriler sunarak literatüre katkıda bulunacaktır. Bu sonuçlar, iş dünyasına Z kuşağı çalışanların iş gücüne entegrasyonunu kolaylaştırma konusunda rehberlik edecek ve şirketlerin sürdürülebilir bir çalışma ortamı yaratma yönünde adımlar atmasına yardımcı olacaktır.

Bu çalışma, Z kuşağı iş gücü içinde çalışan bağlılığını etkileyen kritik faktörleri organizasyonel ortamlar içinde inceledi. Bu araştırma, intuitionistic fuzzy set extensions yöntemini kullanarak bu faktörleri belirlemeyi ve bu tez için yapılan anketin sonuçları doğrultusunda kurumsal etiği sürdürülebilir kılmak için uygun organizasyonel kültür tiplerini önermeyi amaçladı.

Kapsamlı bir anket aracılığıyla, çeşitli sektörlerdeki genç profesyoneller ve deneyimli bireylerden veri toplandı. Analiz, Z kuşağı çalışanlarının organizasyonel kültürle ilgili tercihleri ve öncelikleri hakkında ilginç bulgular ortaya koydu.

Belirlenen kriterler arasında, değerler çalışan bağlılığının ana belirleyicisi olarak ortaya çıktı. Farklı iş kültürü tarzları arasında, şeffaflık ve çeşitlilik gibi belirli temel değerler,

katılımcılar tarafından sürekli olarak yüksek puan aldı. Bu sonuç, olumlu bir çalışma ortamı oluşturmak ve çalışan memnuniyetini artırmak için güçlü bir etik temelin korunmasının gerekli olduğunu göstermektedir.

İletişim, çalışan bağlılığını etkileyen bir diğer önemli unsur olarak belirlendi. Etkili iletişim kanalları, geri bildirim mekanizmaları ve kişiler arası ilişkiler, organizasyonel başarının ana etkenleri olarak tanımlandı. Açık diyalogu ve iş birliğini teşvik eden destekleyici ve insan odaklı bir kültürün geliştirilmesi, çalışan moralini ve üretkenliğini önemli ölçüde artırabilir.

Ayrıca, çalışma büyüme fırsatlarının ve iş-yaşam dengesi girişimlerinin organizasyonel kültürlerdeki önemini vurguladı. Z kuşağı çalışanları, sürekli öğrenmeyi önceliklendiren ve esnek çalışma düzenlemeleri sunan organizasyonlara güçlü bir eğilim gösterdi. Bu, şirketlerin politikalarını ve uygulamalarını genç iş gücünün gelişen beklentilerine uyacak şekilde uyarlamaları gerektiğini vurgulamaktadır.

Organizasyonel kültür içindeki dijital entegrasyon da çalışan bağlılığını etkileyen önemli bir rol oynadı. Bulgular, Z kuşağı profesyonellerinin yenilikçiliği teşvik eden ve teknolojik ilerlemeleri benimseyen ortamları değerli bulduğunu öne sürdü. Bu, organizasyonel stratejilere dijital araçların ve platformların dahil edilmesinin bu demografinin tercihlerine hitap etmenin önemini vurgulamaktadır.

Büyüme kriteri sıralamada en az önemli olarak ortaya çıkmış olsa da, özellikle Z kuşağı çalışan bağlılığı ile ilgili literatür incelemesi ışığında, çalışan bağlılığını artırmada hala kritik bir faktördür. Bağlılığı artırmayı hedeflerken büyümeyi göz ardı etmemek önemlidir. Genç profesyoneller, mesleki ve teknik eğitimler ve kendini geliştirme fırsatlarıyla motive olurlar.

Anket sonuçlarına göre, Z kuşağının en çok eğilim gösterdiği organizasyonel kültür tipi “insan odaklı organizasyonel kültür”dür. Bu organizasyonel kültür tipini, “yenilikçi ve girişimci organizasyonel kültür” takip etmekte olup, en az tercih edilen kültür tipi ise “destekleyici liderlik kültürü” olarak belirlenmiştir. Bu sonuçlar, Z kuşağının karakteristik özellikleri göz önüne alındığında şaşırtıcı değildir. Z kuşağı, hiyerarşik

olmayan, çevrelerine ve çalışmalarına etkilerinin görünür olduđu, kendilerini geliştirebildikleri ve iletişimin güçlü olduđu iş ortamlarını tercih eder. Ayrıca, kapsayıcı çeşitlilik gibi etik değerler Z kuşağı için ayrı bir anlam taşır. Bu nedenle, insan odaklı bir organizasyonel kültüre sahip şirketlerde çalışmayı tercih ederler.

Özetle, bu çalışmanın bulguları, organizasyonel kültürün Z kuşağı iş gücünün tercihleri ve öncelikleri ile uyumlu olmasının önemini vurgulamaktadır. Bu demografinin belirli ihtiyaçlarını anlayarak ve bunlara yanıt vererek, organizasyonlar daha kapsayıcı, bağlılık sağlayan ve üretken bir çalışma ortamı oluşturabilirler. Gelecek araştırma çabaları, daha büyük ve daha çeşitli örneklem gruplarını dikkate alarak bu dinamikleri incelemeye devam etmeli ve önerilen tavsiyeleri doğrulamalı ve geliştirmelidir.

1. INTRODUCTION

The definition of the age range designated as Generation Z (Gen-Z) can vary from interpretation to interpretation, as generational classifications are not always strictly defined. These classifications often highlight proficiency in digital technologies, sensitivity to diversity, and a continuous interest in learning, which can make precise delineation challenging. In this thesis, the target audience identified as young employees refers to individuals born between 1995 and 2005. This range is selected because the oldest members of Gen-Z were born in 1995, the same year that the first web browsers appeared on the internet, marking a significant shift towards the digital era (Katz et al., 2022). The emergence of the internet and subsequent proliferation of websites began to fundamentally transform how people interact with information and each other, making it a defining characteristic of this generation.

Human resources departments typically analyze employee turnover rates regardless of the duration employees have stayed with the company. However, in the research covered by this article, turnover rates have been customized to reflect the departure of individuals within the 0-2 year range from the companies they started working for, specifically within the definition of Gen-Z. This focus on early turnover is crucial, as it provides insight into the initial engagement and satisfaction levels of new hires, which are critical for long-term retention. Understanding why Gen-Z employees are leaving their jobs within the first two years can help organizations identify and address potential issues in their onboarding, training, and integration processes.

The main goal of this thesis is to pinpoint the fundamental causes of the observed decline in worker loyalty and the rise in employee turnover rates in workplaces that coincide with the hiring of younger generations. This decline in loyalty is a significant concern for organizations, as it can lead to increased costs related to recruitment, training, and the potential loss of organizational knowledge. Additionally, the thesis focuses on identifying the most important adjustments that businesses can implement to maintain corporate

culture and address these problems. By understanding the specific needs and expectations of Gen-Z employees, companies can develop strategies that foster a more supportive and engaging work environment.

Through the analysis and interpretation of the data analysis results, the core domains that impact employee commitment for members of Gen-Z will be identified. These domains may include factors such as work-life balance, career development opportunities, and organizational values. Additionally, the organizational culture type that should be chosen by companies to best engage and retain Gen-Z employees will be determined. For instance, organizations that prioritize flexibility, inclusivity, and innovation may find greater success in attracting and retaining young talent. Based on these conclusions, the paper will offer tactical suggestions to help organizations create a long-lasting workplace that not only attracts but also retains Gen-Z employees.

These suggestions may include practical recommendations such as implementing more comprehensive onboarding programs, offering continuous learning and development opportunities, and fostering an inclusive workplace culture that values diversity and open communication. By adopting these strategies, organizations can enhance employee satisfaction and loyalty, thereby reducing turnover rates and building a more resilient workforce. Ultimately, the insights provided by this research aim to help businesses adapt to the evolving landscape of the modern workplace and ensure that they are well-equipped to meet the needs of the next generation of employees.

2. LITERATURE REVIEW

2.1 The Concept of Corporate Culture

Corporate culture refers to the framework created by shared beliefs, values, attitudes, and norms within an organization. It influences how employees behave and interact, guides decision-making, and fosters a cohesive work environment that aligns with the organization's objectives. Organizational changes are very important to keep corporate culture alive. The primary cause of unsuccessful implementation of organizational change programs is frequently attributed to the prevailing organizational culture. Despite having the requisite tools, techniques, and change strategies in place, failure arises when the fundamental culture of the organization remains unaltered (Cameron & Quinn, 2006).

Organizational culture shapes the accepted norms of behavior within an organization (Intercultural Management, n.d.). It is created through the expression of values and shared beliefs by leaders, which are then communicated and reinforced through various means, ultimately influencing employees' behaviors, perceptions, and understanding. Additionally, organizational culture provides the framework for an organization's actions. Given the considerable variations across industries and circumstances, there is no single organizational culture template that can be universally applied to all organizations. Organizational culture, according to Ravasi, D. and Schultz, M. (2006), is a collection of shared presumptions that governs employee behavior (Ravasi & Schultz, 2006).

Additionally, organizational behavior refers to a category of cooperative actions and assumptions that are instilled in newly hired individuals within organizations, encompassing their thought processes, perceptions, and emotions (Schein, 2004). Therefore, the organizational culture plays a substantial role in influencing how

individuals within the organization engage with one another, as well as with stakeholders and customers. Furthermore, the organizational culture can potentially influence the level of employees' sense of belonging within the organization.

Sander and Neuijen developed a framework for understanding organizational culture known as the "onion" model. According to the article from Hofstede Insights, this model consists of layers, namely symbols, heroes, rituals, and values, progressing from the outer layer to the inner layer (Intercultural Management, n.d.).

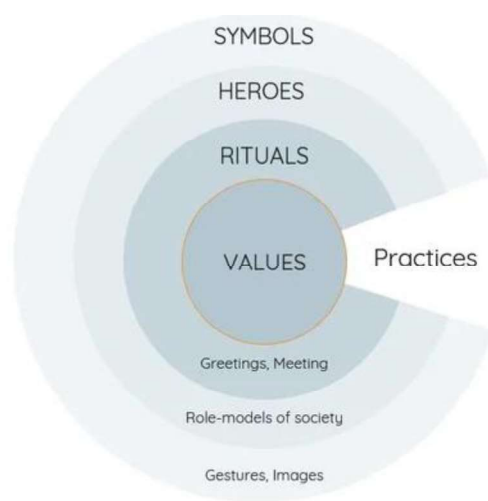


Figure 2.1: Sander and Neuijen Onion Model (Intercultural Management, n.d.)

The author further provides the following explanations for each layer of the onion model:

- Symbols: These include elements such as food, logos, colors, or monuments.
- Heroes: Referring to influential individuals such as statespeople, athletes, company founders, or fictional figures from popular culture.
- Rituals: Encompassing activities conducted during leisure time or work-related routines, such as meetings.
- Values: Representing overarching preferences for specific conditions or circumstances, such as a preference for equality over hierarchy.

Professor Geert Hofstede, an engineer, dedicated his work to studying organizational culture and identified six dimensions of national culture. Initially, he identified four dimensions: individualism, power distance, masculinity, and uncertainty avoidance (Hofstede, 2021). Later, he discovered two additional dimensions: long-term orientation and indulgence.

The primary focus of corporate culture lies in prioritizing customer satisfaction, particularly concerning external matters. The main objective is to market and sell products, with a primary aim of ensuring high product quality, securing a significant market share, and attaining a competitive edge (Hitka et. al. ,2015). Therefore, it is crucial to sustain the organizational culture or in other words, corporate culture to be succeed as a business. Despite some ambiguity surrounding its definition and the best ways to achieve it, many scholars contend that adopting a sustainability-oriented organizational culture is a crucial step towards putting corporate sustainability principles into practice. In recent years, the concept of corporate sustainability has become more significant in both theory and practice within organizations (Linnenluecke & Griffiths, 2010).

2.2 Corporate Sustainability

A sustainable organization refers to an organization that possesses the capability to fulfill its current requirements while safeguarding the ability of future generations to meet their own needs. To establish a sustainable organization, management should endeavor to ensure sustainability across three dimensions: the society, the economy, and the environment (Certo & Certo, 2012). Sustainable corporate culture increases the profit, productivity and innovation capacity on an organization.

Based on existing studies, it is evident that distinct business opportunities accessible to different functional areas within a company can significantly impact its performance. The role of marketing in driving superior performance through sustainability practices is also well-documented. However, the current body of branding literature does not adequately elucidate the impact of a brand on the availability of sustainability-driven opportunities for a company to achieve superior performance (Gupta & Kumar, 2013).

However, corporate sustainability has many different definitions. One of the definition states that, corporate sustainability, including corporate social responsibility (CSR), encompasses the voluntary actions undertaken by a company to integrate social and environmental considerations into its business operations and engagements with stakeholders. This encompassing definition of corporate sustainability is often regarded as broad or open to interpretation by some (Marrewijk, 2003). In the context of combating climate change, the role of small and medium-sized enterprises (SMEs) is pivotal. To gain clarity on the influence of corporate culture on emission reduction within SMEs, a comprehensive examination can be undertaken from three distinct perspectives: corporate culture as a facilitator or hindrance, current and prospective actions pertaining to corporate culture development, and the resultant corporate culture profile. These perspectives provide valuable insights into understanding the intricate dynamics between corporate culture and the efforts made by SMEs in curbing emissions (Isensee et. al., 2023). Rather than adopting a uniform approach to Corporate Sustainability, the writers

have devised an overview that highlights various levels of sustainability ambitions and the corresponding value systems and institutional structures

(Marrewijk, 2003). This matrix serves as a model for a Corporate Sustainability self-assessment tool, which will be further developed by the European Corporate Sustainability Framework Consortium in the coming months. Additionally, the authors have briefly introduced a practical measurement tool for auditing, analyzing, and interpreting the existing personal and organizational values, revealing their cultural potential in fostering Corporate Sustainability.

The importance of sustainability in the context of Human Resource Management (HRM) can be substantiated through two types of arguments (Ehnert & Harry, 2012). Firstly, organizations operate within economic and social contexts, and HRM cannot ignore the ongoing societal discourse on sustainability; rather, it should actively contribute to sustainable development. Secondly, given the limited availability of human resources, aging populations, and rising work-related health issues, the sustainability of HRM practices becomes crucial for the survival and longevity of organizations (Stankeviciute & Savanevičienė, 2014). The concept of sustainability in Human Resource Management encompasses diverse interpretations, including normative, efficiency-oriented, and substance-oriented perspectives. Various approaches have been developed to establish a connection between these two constructs, indicating a wide range of sustainability perspectives that span from social responsibility to economic rationality. The Sustainable Work Systems approach perceives sustainability as a social responsibility, while Sustainable HRM seeks to achieve a balance between economic rationality and social responsibility. On the other hand, the Sustainable Resource Management approach views sustainability primarily through the lens of economic rationality (Isensee et. al., 2023).

Table. The rationalities of sustainability for HRM

Rationality of sustainability for HRM	Main advantages	Main critical points
Normative	The relevance of business and society relationship is underlined	The concept of „needs“ is complicated to operationalise for corporate decision-making, particularly judging on the needs of future generations
Efficiency-oriented	The understanding can be easily linked with familiar ways of thinking about resources and about integration of social and economic objectives in the organization	The suggestions on how to develop resources are not provided
Substance-oriented	The understanding can be easily applied to decision-making processes by differentiating between choices of human resource consumption or reproduction	Due to that understanding the tension may occur in balancing human resource efficiently and effectively today and sustaining the human resource base for the future

Figure 2.2: The Rationalities of Sustainability for HRM (Stankeviciute & Savanevičienė, 2014)

A research undertaking is centered around a theoretical framework of sustainable human resource management with the following core objectives (Zaugg et. al., 2001) :

- 1) advancing employees' employability,
- 2) employing participatory management models to augment individual accountability, and
- 3) ensuring a harmonious work-life balance.

The study highlights that the realization of these objectives is feasible when both the individual and the organization are regarded as equitable partners. Strategies for sustainable human resource management encompass actions that cater to the interests and welfare of both the individual and the organization.

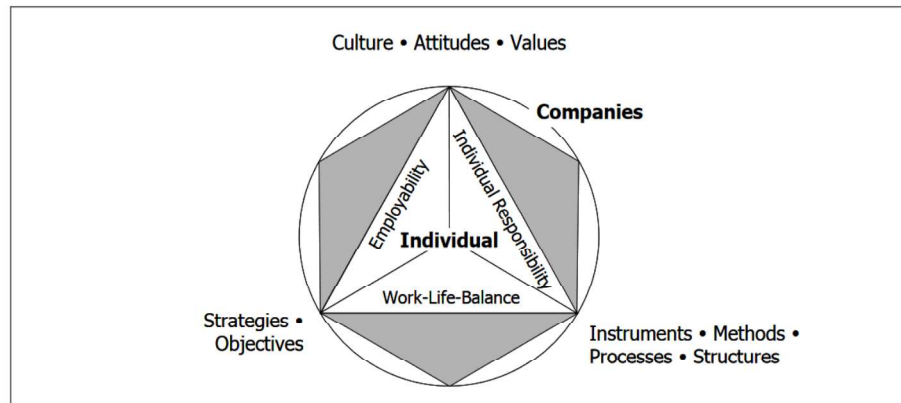


Figure 2.3: Model of a Sustainable Human Resource Management (Zaugg et. al., 2001)

Steps for achieving sustainability in an organization defined as the following (Certo & Certo, 2012) :

- 1- Establishing objectives for sustainability.
- 2- Recruiting individuals within the organization who possess the ability to contribute towards its sustainability endeavors.
- 3- Recognizing and providing incentives to employees who actively contribute to the achievement of an organization's sustainability objectives.
- 4- Monitoring and evaluating the advancement towards sustainability objectives.

2.3 Turnover rates through Gen Z

The ease of changing jobs in the modern workplace—made possible by platforms such as LinkedIn—seems to have influenced a shift in workplace loyalty, calling on employers to innovate and reevaluate traditional models of commitment. This competitive environment may force employers to devise new strategies to motivate and retain their employees.

The greatest shift in work values by the time is the rise in the value attributed to leisure, which aligns with the widely recognized desire of Gen-X and Gen-Y members for a work-life balance (Twenge et. al., 2010).

On the other hand, in order to help Gen-Z develop laterally within the organization rather than vertically, leaders and HRD directors must offer both formal and informal learning opportunities, as well as mentoring and coaching programs tailored to the goals of the new generation. Learning is a key component of Gen Z's career aspirations, and they expect to grow their knowledge in this way (Barhate & Dirani, 2021).

2.4 Analysis of Studies Using Intuitionistic Fuzzy Set Extensions

In the final part of the Literature Review, studies that have employed the intuitionistic fuzzy set extensions method for criteria prioritization, as used in this thesis, are examined. Similar to its application in this thesis, the fuzzy sets method has been utilized to evaluate positive employee experience (Yildiz et al., 2020). The writers imply that, in today's business environment, employees are a fundamental asset for organizations, and attracting, retaining, and engaging skilled employees is essential for achieving long-term success. In this study, they aim to develop a comprehensive model to assist leaders and organizations in creating a positive employee experience, thereby fostering an engaging, enjoyable, and productive work environment. The model comprises two phases: (1) assessing the criteria that impact positive employee experience through the hesitant fuzzy analytic hierarchy process (HFAHP) and (2) formulating a practical scoring procedure for companies to conduct self-assessments using the fuzzy simple additive weighting (FSAW) method. According to the study, the findings reveal that leadership holds the greatest significance for a positive employee experience, followed by opportunities for human capital development, a positive organizational culture, and effective communication.

Similarly, another study focuses on ranking the factors influencing employee turnover intention within the hotel industry in Iran (Barati & Sara, 2024). The study aims to identify the primary factors affecting turnover intention in the Iranian hospitality sector. Its objective is to develop models using fuzzy AHP and fuzzy TOPSIS to evaluate the dimensions related to hotel employee turnover intentions. The findings indicate that three-star hotels exhibit the highest turnover intention, followed by four and five-star hotels, and lastly, hotels with less than three stars. These results provide the hospitality industry with a more comprehensive perspective on human resource management practices. Notably, the study offers insights for hotel managers into employee behavior and turnover intentions during the COVID-19 pandemic, based on eight proposed dimensions.

Conversely, another study examines the application of intuitionistic fuzzy set extensions in questionnaire analysis. This research utilizes intuitionistic fuzzy sets to analyze questionnaires, emphasizing the development of membership, non-membership, and uncertainty functions. Additionally, it proposes the consideration of intuitionistic hesitant fuzzy sets as a significant theoretical framework (Marasini et al., 2015).

There are few examples of using intuitionistic fuzzy set extensions in other human resources areas such as employee selection and performance appraisal. The study on the employee selection indicates that personnel selection has traditionally been a group decision-making issue involving multiple criteria characterized by subjectivity, imprecision, and vagueness, which are most effectively represented using fuzzy data (Boran et al., 2011). Moreover, in employee performance appraisal, there are two fundamental methods: qualitative and quantitative appraisal. However, numerous uncertain fuzzy concepts in human resource appraisal render many indices challenging to quantify directly (Wang & Li, 2015).

To sum up, this study employs intuitionistic fuzzy set extensions for several compelling reasons which are listed below.

- **Enhanced Analysis of Criteria Selection:** These extensions facilitate a more nuanced analysis of survey data, particularly adept at managing the uncertainty and ambiguity inherent in decision-making processes.
- **Capturing Degrees of Agreement and Hesitation:** They enable the capture of not only whether employees agree or disagree with certain statements but also the degree of their agreement and any hesitation they may exhibit.
- **Comprehensive Understanding of Attitudes and Preferences:** This methodology yields a more detailed and accurate comprehension of Gen-Z employees' attitudes and preferences, which is vital for identifying key areas to improve engagement and sustain corporate culture.

3. MATERIALS AND METHODS

3.1. Criteria and Survey

This study formulates the importance of the specified 5 main criteria effecting employee engagement of Gen-Z using intuitionistic fuzzy set extensions method and then according to the survey results using sub-criteria, suggest an organizational culture type to sustain the corporate culture. The main criteria and their relative sub-criteria are listed below in Table 3.1 with their explanations.

Table 3.1 Criteria & Sub-criteria Labeling Table

#	Criteria	Sub-Criteria
C ₁	Digital Integration	C ₁₁ Alteration
		C ₁₂ Investment
C ₂	Values	C ₂₁ Benefit to Society
		C ₂₂ Transparency
		C ₂₃ Inclusive Diversity
C ₃	Growth	C ₃₁ Education
		C ₃₂ Promotion
C ₄	Work-Life Balance	C ₄₁ Overtime
		C ₄₂ Utility
C ₅	Communication	C ₅₁ Social Activities
		C ₅₂ Team Compatibility

C₁: Digital Integration

Digital integration within companies involves the seamless incorporation of digital technologies and tools into all aspects of business operations and processes. This transformation enables organizations to enhance efficiency, improve communication, and foster innovation. By adopting digital platforms, companies can streamline workflows, facilitate real-time data analysis, and support remote work capabilities, ultimately driving better decision-making and fostering a competitive edge in the market. Additionally, digital integration helps organizations to stay agile and responsive to the rapidly changing technological landscape, thereby meeting the evolving expectations of a tech-savvy workforce, particularly Generation Z. This criterion is

related to the sub-criteria C_{11} Alteration and C_{12} Investment. Digital integration necessitates significant alteration and investment by companies, requiring them to revamp existing processes and allocate resources towards new technologies and infrastructure to stay competitive and meet the evolving demands of the modern workforce.

C_2 : Values

The values of a company serve as its ethical compass, guiding decision-making, behavior, and interactions both internally and externally. Core values such as integrity, transparency, inclusivity, and social responsibility help to create a cohesive organizational culture, foster trust among stakeholders, and enhance the company's reputation. By embedding these values into their mission and daily operations, companies can build a strong, value-driven culture that attracts and retains employees, aligns with customer expectations, and contributes to long-term success and sustainability. In this study, values are categorized into three sub-criteria: C_{21} Benefit to society, C_{22} Transparency, and C_{23} Inclusive diversity. Contributing to societal benefit refers to a company's commitment to making a positive impact on society through its operations, initiatives, and community engagement. Transparency involves the practice of being open and honest in communication, decision-making, and business processes, fostering trust and accountability among stakeholders. Inclusive diversity emphasizes the importance of creating a workplace that values and embraces diverse perspectives, backgrounds, and experiences, promoting equality and fostering an environment where all employees feel valued and respected.

C_3 : Growth

The growth and development of employees within organizations are critical factors in enhancing employee engagement and job satisfaction. The sub-criteria relate to growth criteria are C_{31} Education and C_{32} Promotion. Offering continuous education opportunities, such as training programs and professional development courses, enables employees to improve their skills and advance their careers. Additionally, well-defined and attainable promotion pathways serve to motivate employees by acknowledging and

rewarding their accomplishments and potential. These opportunities for growth not only elevate individual performance but also contribute to a more resolute and motivated workforce, thereby fostering a culture of excellence and ensuring long-term organizational success.

C₄: Work-Life Balance

Work-life balance in the private sector is increasingly recognized as a crucial factor in maintaining high levels of employee engagement. This main criterion is related to C₄₁ Overtime and C₄₂ Utility sub-criteria. Companies that prioritize work-life balance through flexible working hours, remote work options, and wellness programs help reduce employee stress and burnout. This, in turn, leads to higher job satisfaction, increased loyalty, and greater productivity. By fostering a supportive environment that respects personal and professional boundaries, organizations can enhance employee morale and commitment, ultimately driving long-term success and retention.

C₅: Communication

Effective communication is crucial in organizations because it impacts how well teams work together and how engaged employees are. When communication is clear and open, teams can collaborate better, leading to improved performance. Additionally, organizing social activities at work helps employees' bond with each other. These activities, like team-building exercises or social events, build trust and respect among colleagues. This is the reason why the related sub-criteria to these main criteria are C₅₁ Social Activities and C₅₂ Team Compatibility. Overall, good communication and social activities boost team spirit and keep employees engaged, which is important for the organization's success in the long run.

The survey used while constructing this thesis is prepared according to these criteria. A randomly selected group of three people from the respondents of the survey (young professional) are used as a decision-maker in the criteria prioritization. All of the questions are linked with at least one sub-criteria and one organizational culture type.

Data is derived from the answers of 77 young professionals and 32 experienced professionals with refer to the following business culture styles: (S₁) Hierarchical, (S₂) Innovative and (S₃) Supportive/ People-Centric.

- 1- Hierarchical Organizational Culture: A hierarchical organizational culture is characterized by a structured and formalized environment that emphasizes clearly defined roles, standardized procedures, and stringent control mechanisms to ensure order and operational efficiency.
- 2- Innovative Organizational Culture: An innovative organizational culture fosters an environment conducive to creativity and experimentation, prioritizing the generation and implementation of novel ideas and solutions.
- 3- Supportive/People-Centric Organizational Culture: A supportive, people-centric organizational culture prioritizes the well-being and development of employees, promoting collaboration and creating an environment where individuals feel valued and motivated.

Questions that are asked to survey participants with their scope are listed below and they are labeled with numbers. This labeling is used in survey results that are given in the appendices.

Table 3.2 Question Labeling Table

#	Translated Survey Questions	Keywords (Scope)
1	What is your age group?	Null
2	Have you left a job within the last two years where you worked before?	Null
3	However, workplaces with an innovative approach may have an agile culture.	Trends x Agility
4	Providing employees with vocational training to adapt to trends in the business world is critically important for workplaces.	Trends x Personal Development
5	Only a company that makes high-budget infrastructure investments can survive in a constantly changing world.	Infrastructure x Stableness
6	Investment budget decisions should be determined by management, and employees should implement the decisions without exception.	Investment x Authority
7	The mission of the company I work for should reflect the perspective of management.	Mission x Authority
8	I believe that only companies contributing to environmental sustainability can adapt to constantly changing business conditions.	Sustainability x Agility

9	It is critically important for regular updates to be provided by senior management about company decisions.	Openness x Authority
10	However, a workplace that embraces the principle of transparency can have an agile culture.	Transparency x Agility
11	Clearly identifying employees' development areas should be among the priorities of companies.	Openness x Personal Development
12	Companies can prevent discrimination based on race, language, and religion with ethical rules determined by senior management.	Nationalism x Authority
13	Having people with different ethnic backgrounds in my team contributes to working with an agile approach.	Global x Agility
14	Working together with different cultures contributes to the personal development of employees.	Global x Personal Development
15	My manager should determine the training I will receive based on the development areas revealed by my performance results.	Education x Authority
16	In recent years, I think training on presentation techniques, leadership, and similar topics provided by many companies has been quite beneficial.	Education x Agility
17	It would make me feel valued if my company sponsored a foreign language course of my choice.	Education x Personal Development
18	Salaries in companies should be calculated based on senior management's strategic planning and revenue-expenditure balance.	Salary x Authority
19	Even in a work environment where there are frequent domestic and international location changes, order can be maintained.	Relocation x Authority
20	Wage increases should be decided primarily considering employees' living standards based on economic conditions.	Salary x Authority
21	If I need to work overtime due to an urgent issue announced by management, taking ownership of the work and doing the overtime is among my responsibilities.	Intensity x Authority
22	Working hours being fixed is not valuable as long as tasks are delivered on time.	Business Hours x Agility
23	I believe my company should support me when I need to take leave or work flexible hours due to personal reasons.	Leave x Authority
24	When I succeed in projects I participate in or manage, this should be supported by management with a financially valuable reward.	Bonus x Authority
25	It is necessary for the choice between the benefits allocated to me by the company to be left to me.	Aid x Agility
26	Regardless of hierarchy, companies should provide cash or in-kind assistance to all employees, especially on special occasions such as religious holidays and birthdays.	Aid x Authority

27	Managers should take an active role in fostering both internal team cohesion and healthy relationships with other departments.	Integrity x Authority
28	Apart from necessary connections for the continuation of work within the company, participation in social activities should be left to the discretion of the employees.	Connection x Stableness
29	I think it's valuable for companies to have hobby clubs for employees and to encourage employee participation.	Clubs x Personal Development
30	Ensuring harmony within the team can only be achieved with the leader making decisive decisions.	Compatibility x Authority
31	Establishing close relationships with my colleagues enables us to make quick decisions as a team.	Acceptance x Agility
32	I find it valuable for individuals in the workplace to address each other by name regardless of their titles for collaborative work	Compliance x Authority

Likert scale was utilized to collect responses from survey participants, thereby enabling the acquisition of numerical data that facilitated comparative analysis. Likert scale is a psychometric scale commonly used in surveys to measure respondents' attitudes or opinions by providing a range of answer options from strongly agree to strongly disagree (numerically from 1 to 5). Average of the results are given in the results section and the complete results are provided in the appendices.

3.2. Intuitionistic Fuzzy Set Extensions & Survey Structure

Firstly, the criteria were prioritized using intuitionistic fuzzy set extensions. The calculation steps are provided below. Decision makers are randomly selected from the survey respondents' group.

Application of Intuitionistic Fuzzy Set Extension:

Step 1&2. We have determined the alternatives as the business culture styles (S_1 , S_2 and S_3) and constructed the criteria (C_j) and their respective sub-criteria (C_{ij}) as shown on Table 4.1. In this case, the DM (decision maker) group would be the collective decision mind set of questionnaire respondents. We have constructed the linguistic pairwise comparison matrix with the τ values are assigned by each respondents. When we have assigned the τ respective values the corresponding interval valued intuitionistic fuzzy numbers (IVIFNs) are constructed.

Table 3.3: Linguistic Scale for Ratings of Alternatives in Terms of Criteria Table

Linguistic Terms	C-INFUN Weights	
	μ	ν
Unquestionably Small Weight - (USW)	$0.000\tau - 0.000\tau^2$	$4.000\tau - 4.000\tau^2$
Promptly Small Weight - (PSW)	$0.500\tau - 0.500\tau^2$	$3.500\tau - 3.500\tau^2$
Small Weight - (SW)	$1.000\tau - 1.000\tau^2$	$3.000\tau - 3.000\tau^2$
Somewhat Small Weight - (SSW)	$1.500\tau - 1.500\tau^2$	$2.500\tau - 2.500\tau^2$
Moderate Weight - (MW)	$2.000\tau - 2.000\tau^2$	$2.000\tau - 2.000\tau^2$
Somewhat Large Weight - (SLW)	$2.500\tau - 2.500\tau^2$	$1.500\tau - 1.500\tau^2$
Large Weight - (LW)	$3.000\tau - 3.000\tau^2$	$1.000\tau - 1.000\tau^2$
Promptly Large Weight - (PLW)	$3.500\tau - 3.500\tau^2$	$0.500\tau - 0.500\tau^2$
Unquestionably Large Weight - (ULW)	$4.000\tau - 4.000\tau^2$	$0.000\tau - 0.000\tau^2$

Step 3&4. We would follow the continuous intuitionistic fuzzy AHP (C-INFUS AHP) methodology proposed by Alkan et al. for the evaluation (Alkan & Kahraman, n.d.). After adjusting the consistency of the pairwise comparison matrices of each DM, we have defuzzified answers of respondents using Eq. (1).

$$Def\tilde{f}(\tilde{A}_i) = 9 \times \left(\frac{\mu_{\tilde{A}_i}^L + \mu_{\tilde{A}_i}^U + (1 - \vartheta_{\tilde{A}_i}^L) + (1 - \vartheta_{\tilde{A}_i}^U) + \mu_{\tilde{A}_i}^L \times \mu_{\tilde{A}_i}^U - \sqrt{(1 - \vartheta_{\tilde{A}_i}^L) \times (1 - \vartheta_{\tilde{A}_i}^U)}}{4} \right)^3 \quad (1)$$

Table 3.4 The Linguistic Pairwise Comparison Matrix for the 1st Respondent Table

	C ₁	C ₂	C ₃	C ₄	C ₅
C ₁	MW; (0.50, 0.50)	SW; (0.38, 0.68)	PSW; (0.30, 0.65)	SLW; (0.41, 0.63)	LW; (0.39, 0.75)
C ₂	SLW; (0.42, 0.56)	MW; (0.50, 0.50)	LW; (0.36, 0.73)	PLW; (0.83, 0.25)	ULW; (0.81, 0.95)
C ₃	SW; (0.35, 0.65)	PSW; (0.28, 0.62)	MW; (0.50, 0.50)	USW; (0.12, 0.95)	SSW; (0.45, 0.58)
C ₄	ULW; (0.85, 0.92)	LW; (0.39, 0.70)	SLW; (0.44, 0.61)	MW; (0.50, 0.50)	PLW; (0.82, 0.23)
C ₅	LW; (0.37, 0.68)	SLW; (0.47, 0.58)	ULW; (0.83, 0.94)	PLW; (0.85, 0.26)	MW; (0.50, 0.50)

Table 3.5 The Linguistic Pairwise Comparison Matrix for the 2nd Respondent Table

	C ₁	C ₂	C ₃	C ₄	C ₅
C ₁	MW; (0.50, 0.50)	SSW; (0.15, 0.65)	PSW; (0.15, 0.65)	SSW; (0.26, 0.76)	LW; (0.01, 0.51)
C ₂	SLW; (0.42, 0.92)	MW; (0.50, 0.50)	SW; (0.40, 0.90)	PSW; (0.35, 0.85)	USW; (0.38, 0.88)
C ₃	LPW; (0.25, 0.75)	LW; (0.43, 0.93)	MW; (0.50, 0.50)	MW; (0.50, 0.50)	SW; (0.34, 0.84)
C ₄	SLW; (0.12, 0.62)	LPW; (0.09, 0.59)	MW; (0.50, 0.50)	MW; (0.50, 0.50)	LW; (0.17, 0.67)
C ₅	SW; (0.03, 0.53)	ULW; (0.05, 0.55)	LW; (0.04, 0.54)	SW; (0.20, 0.70)	MW; (0.50, 0.50)

Table 3.6 The Linguistic Pairwise Comparison Matrix for the 3rd Respondent Table

	C ₁	C ₂	C ₃	C ₄	C ₅
C ₁	MW; (0.50, 0.50)	SSW; (0.15, 0.65)	PSW; (0.15, 0.65)	SSW; (0.26, 0.76)	LW; (0.01, 0.51)
C ₂	SLW; (0.42, 0.92)	MW; (0.50, 0.50)	SW; (0.40, 0.90)	PSW; (0.35, 0.85)	USW; (0.38, 0.88)
C ₃	LPW; (0.25, 0.75)	LW; (0.43, 0.93)	MW; (0.50, 0.50)	MW; (0.50, 0.50)	SW; (0.34, 0.84)
C ₄	SLW; (0.12, 0.62)	LPW; (0.09, 0.59)	MW; (0.50, 0.50)	MW; (0.50, 0.50)	LW; (0.17, 0.67)
C ₅	SW; (0.03, 0.53)	ULW; (0.05, 0.55)	LW; (0.04, 0.54)	SW; (0.20, 0.70)	MW; (0.50, 0.50)

Step 5&6. The score judgment matrix and the interval multiplicative matrix are formed by using Eq. (2) and Eq. (3), respectively.

$$\tilde{P} = \begin{bmatrix} (\mu_{11}^L - \vartheta_{11}^U, \mu_{11}^U - \vartheta_{11}^L) & \cdots & (\mu_{1n}^L - \vartheta_{1n}^U, \mu_{1n}^U - \vartheta_{1n}^L) \\ \vdots & \ddots & \vdots \\ (\mu_{n1}^L - \vartheta_{n1}^U, \mu_{n1}^U - \vartheta_{n1}^L) & \cdots & (\mu_{nn}^L - \vartheta_{nn}^U, \mu_{nn}^U - \vartheta_{nn}^L) \end{bmatrix} \quad (2)$$

$$\begin{aligned} & \Xi \\ &= \begin{bmatrix} \left(10^{(\mu_{11}^L - \vartheta_{11}^U)}, 10^{(\mu_{11}^U - \vartheta_{11}^L)}\right) & \dots & \left(10^{(\mu_{1n}^L - \vartheta_{1n}^U)}, 10^{(\mu_{1n}^U - \vartheta_{1n}^L)}\right) \\ \vdots & \ddots & \vdots \\ \left(10^{(\mu_{n1}^L - \vartheta_{n1}^U)}, 10^{(\mu_{n1}^U - \vartheta_{n1}^L)}\right) & \dots & \left(10^{(\mu_{nn}^L - \vartheta_{nn}^U)}, 10^{(\mu_{nn}^U - \vartheta_{nn}^L)}\right) \end{bmatrix} \quad (3) \end{aligned}$$

Table 3.7 Score Matrix

	C_1		C_2		C_3		C_4		C_5	
C_1	0	0	-0.20894	-0.12686	0.132913	0.334789	0.334959	0.583955	0.351515	0.637453
C_2	0.087484	0.22551	0	0	0.784021	0.911635	0.187068	0.272399	0.400873	0.55572
C_3	-0.56181	-0.46635	0.167963	0.355329	0	0	-0.11366	0.116454	-0.05576	0.09257
C_4	0.420242	0.499594	0.289594	0.346377	0.420549	0.540624	0	0	0.422498	0.579132
C_5	0.477293	0.652067	0.185007	0.263566	0.355682	0.648715	0.423474	0.681349	0	0

Table 3.8 Interval Multiplicative Matrix

	C_1		C_2		C_3		C_4		C_5	
C_1	1	1	0.618103	0.746696	1.358041	2.161668	2.162516	3.836671	2.246547	4.33963
C_2	1.223161	1.680777	1	1	6.081643	8.158973	1.538394	1.872401	2.516943	3.595173
C_3	0.274278	0.341701	1.472188	2.266362	1	1	0.769735	1.307537	0.879499	1.237571
C_4	2.631736	3.15932	1.948023	2.220122	2.633595	3.47235	1	1	2.645443	3.794306
C_5	3.001186	4.488145	1.531111	1.834704	2.268203	4.453638	2.651392	4.801192	1	1

Step 7&8. We have calculated the interval $\tilde{\omega}_j$ of each criterion by using Eq. (4) and constructed the possibility degree matrix $Y = (v_{i'j})_{n \times n}$ by using Eq. (5).

$$\tilde{\omega}_j = \left[\frac{\sum_{j=1}^n \tilde{\xi}_{i'j}^L}{\sum_{j=1}^n \sum_{j=1}^n \tilde{\xi}_{i'j}^U}, \frac{\sum_{j=1}^n \tilde{\xi}_{i'j}^U}{\sum_{j=1}^n \sum_{j=1}^n \tilde{\xi}_{i'j}^L} \right] \quad (4)$$

$$\begin{aligned} Y(\tilde{\omega}_{i'} > \tilde{\omega}_j) &= v_{i'j} \\ &= \frac{\max(0, \omega_{i'}^U - \omega_j^L) - \max(0, \omega_{i'}^L - \omega_j^U)}{(\omega_{i'}^U - \omega_j^L) + (\omega_{i'}^L - \omega_j^U)} \quad (5) \end{aligned}$$

Table 3.9 Possibility Degree Matrix

	C ₁	C ₂	C ₃	C ₄	C ₅
C ₁	-	0.235	0.903	0.345	0.294
C ₂	0.765	-	1.000	0.636	0.532
C ₃	0.097	0.000	-	0.000	0.000
C ₄	0.655	0.364	1	-	0.413
C ₅	0.706	0.468	1.000	0.587	-

Step 9&10. We have calculated prioritized vectors and normalized them (Please refer to Table 3.10 & Table 3.11).

Table 3.10 Prioritized vectors

C ₁	0.114023885	0.266
C ₂	0.190834396	0.359
C ₃	0.067867411	0.135
C ₄	0.167654395	0.300
C ₅	0.161371987	0.365

Table 3.11 Normalized Weight Table

#	Criteria	Normalized Weights
C ₁	Digital Integration	0.188
C ₂	Values	0.254
C ₃	Growth	0.092
C ₄	Work-Life Balance	0.225
C ₅	Communication	0.244
Average		0.2006

After identifying the prioritized criteria by applying the intuitionistic fuzzy set extensions method, we prepared a survey to determine the type of organizational culture preferred by Generation Z employees in light of these criteria. To formulate the survey questions, we used the following sub-criteria and their specified contexts, correlating them as shown in the Table 3.12 “Agility”, “personal development”, “authority” and “stablensess” are the

keywords for the organizational culture types and the rest are the keywords of the according sub-criteria. The keywords of the according sub-criteria are conducted by the outcome of the literature review and discussion with decision makers. The minus indicator means that the relative context affects the organizational culture correlation in a negative manner. All other keywords which do not have a sign are affecting the correlation with a positive manner.

Table 3.12 Correlation of Context Table between Sub-Criteria and Organizational Culture Type

Sub-Criteria	Supportive Leadership Culture	Entrepreneurial / Innovative Culture	People-Centric Culture
C ₁₁ Alteration	Trends x (-) Agility	Trends x Agility	Trends x Personal Development
C ₁₂ Investment	Investment x (-) Authority	Infrastructure x (-) Stableness	Investment x (-) Authority
C ₂₁ Benefit to Society	Mission x Authority	Sustainability x Agility	Mission x (-) Authority
C ₂₂ Transparency	Openness x Authority	Transparency x Agility	Openness x Personal Development
C ₂₃ Inclusive Diversity	(-) Nationalism x Authority	Global x Agility	Global x Personal Development
C ₃₁ Education	Education x Authority	Education x Agility	Education x Personal Development
C ₃₂ Promotion	Salary x Authority	Relocation x (-) Stableness	Salary x (-) Authority
C ₄₁ Overtime	Intensity x Authority	Business Hours x Agility	Leave x (-) Authority
C ₄₂ Utility	Bonus x Authority	Aid x Agility	Aid x (-) Authority
C ₅₁ Social Activities	Integrity x Authority	Connection x (-) Stableness	Clubs x Personal Development
C ₅₂ Team Compatibility	Compatibility x Authority	Acceptance x Agility	Compliance x (-) Authority

The survey questions associated with the context provided in the table above have been numbered according to the question labeling shared in the Criteria and Survey section, as indicated in the Table 3.13.

Table 3.13 Correlation of Question Table between Sub-Criteria and Organizational Culture Type

Sub-Criteria	Supportive Culture	Leadership	Entrepreneurial Innovative Culture	/	People-Centric Culture
C ₁₁ Alteration	#3		#3		#4
C ₁₂ Investment	#6		#5		#6
C ₂₁ Benefit to Society	#7		#8		#7
C ₂₂ Transparency	#9		#10		#11
C ₂₃ Inclusive Diversity	#12		#13		#14
C ₃₁ Education	#15		#16		#17
C ₃₂ Promotion	#18		#19		#20
C ₄₁ Overtime	#21		#22		#23
C ₄₂ Utility	#24		#25		#26
C ₅₁ Social Activities	#27		#28		#29
C ₅₂ Team Compatibility	#30		#31		#32

The questions #1 and #2 are not in the Table 3.13 because they are used for clarification of the respondents and they are simple yes and no questions. These questions are used for calculating the turnover rates which are given in the results. For a clearer illustration, examples of linkage between question and results are provided in the “Results” section.

4. RESULTS

According to the results of the INFUS method provided in Table 3.11, which outlines the application steps in the “Intuitionistic Fuzzy Set Extensions & Survey Structure” section, the following prioritization of criteria has been established. Values is the most important criteria, Communication is the second, Work-Life Balance is the third and Digital Integration is following it and the least important criteria is Growth in compliance with the decision makers. To contribute to one of the thesis's objectives, which is the sustainability of organizational culture, tactical suggestions in the “Conclusion” section have been made based on these results.

The questions and answers of the survey conducted for this thesis are given in the appendix and the scoring is below. According to the survey, turnover rate of young professionals is 63.63% where experienced professionals' is 56.25%. The average of numerical results of the survey for participants who are aged between 20-29 are used to fill the following table. The results are given in the Appendix A.

Table 4.1. Survey Results of Respective Sub-Criteria in Accordance with Organizational Culture

			Hierarchical Culture	Entrepreneurial / Innovative Culture	Supportive/ People-Centric Culture
#	Criteria	Sub-Criteria			
C ₁	Digital Integration	C11 Alteration	0.844	4.156	4.519
		C12 Investment	2.468	2.818	2.532
C ₂	Values	C21 Benefit to Society	3.948	2.935	1.052
		C22 Transparency	4.532	4.234	4.416
		C23 Inclusive Diversity	3.636	3.675	4.286
C ₃	Growth	C31 Education	2.974	3.766	4.662
		C32 Promotion	3.065	4.247	4.403
C ₄	Work-Life Balance	C41 Overtime	3.481	3.896	4.831
		C42 Utility	4.000	4.286	4.234
C ₅	Communication	C51 Social Activities	4.494	4.325	4.234
		C52 Team Compatibility	3.117	4.078	4.026
		<i>Average</i>	<i>3.323</i>	<i>3.856</i>	<i>3.927</i>

For a clearer illustration, let's examine the result corresponding to the Entrepreneurial/Innovative Culture column and the C₃₁ Education sub-criteria. First, let's take the keywords provided in Table 3.12 in the " Intuitionistic Fuzzy Set Extensions & Survey Structure " section for the relevant area. These keywords are "education" and "agility." "Education" is the keyword for the sub-criteria C₃₁, and "agility" is the keyword associated with organizational culture types. Next, let's take the relevant question label from Table 3.13 also given in the " Intuitionistic Fuzzy Set Extensions & Survey Structure " section. As can be read from this table, the relevant question label is #16. Then, let's go

to the question labeling list provided in the " Criteria and Survey " section to find the corresponding question. The relevant question is "In recent years, I think training on presentation techniques, leadership, and similar topics provided by many companies has been quite beneficial." This question is positively related to the determined keywords "education" and "agility." Now, let's refer to the survey results for question #16 in Appendix A. As seen here, the average survey result for question #16 is 3.766.

Furthermore, let's examine the result provided for a negatively related keyword. As seen in Table 3.12, at the intersection of the C_{11} Alteration row and the S_1 Supportive Leadership Culture type column, the keywords are "Trends" and "(-) agility." The relevant question label provided in Table 3.13 is #3. According to the question labeling list given in the " Criteria and Survey " section, the relevant question is "Workplaces with an innovative approach may have an agile culture." Let's examine the result table provided in Appendix A for this question. The positive agile-related result for this question is 4.156, and therefore, the negative related result is 0.844 ($5 - 4.156$). Since the keyword associated with supportive leadership culture is "(-) agility," the negative result of 0.844 is assigned to this area. The positive related result of 4.156 is assigned to the area at the intersection of the Entrepreneurial/Innovative Culture Type column and the C_{11} Alteration sub-criteria row, as the keywords for this area are "Trends" and "agility" as specified in Table 3.12.

5. DISCUSSION

This study delved into the critical factors influencing employee engagement among the Generation Z workforce within organizational settings. Utilizing intuitionistic fuzzy set extensions, the research sought to identify these factors and recommend suitable organizational culture types for sustaining corporate ethos with the result of the survey conducted for this thesis.

Through a comprehensive survey, data was gathered from both young professionals and experienced individuals across various industries. The analysis revealed intriguing insights into the preferences and priorities of Generation Z employees concerning organizational culture.

Among the identified criteria, Values emerged as a key determinant of employee engagement. Across different business culture styles, certain core values such as transparency and diversity were consistently rated highly by respondents. This suggests that maintaining a strong ethical foundation is essential for fostering a positive work environment and enhancing employee satisfaction.

Communication emerged as another crucial aspect influencing employee engagement. Effective communication channels, feedback mechanisms, and interpersonal relations were identified as key drivers of organizational success. Cultivating a supportive and people-centric culture that promotes open dialogue and collaboration can significantly enhance employee morale and productivity.

Furthermore, the study shed light on the significance of growth opportunities and work-life balance initiatives in organizational cultures. Generation Z employees exhibited a strong inclination towards organizations that prioritize continuous learning and offer flexible work arrangements. This emphasizes the need for companies to adapt their policies and practices to accommodate the evolving expectations of the younger workforce.

Also, Digital Integration within the organizational culture also played a pivotal role in influencing employee engagement. Notably, the findings suggested that Generation Z professionals value environments that foster innovation and embrace technological advancements. This underscores the importance of incorporating digital tools and platforms into organizational strategies to cater to the preferences of this demographic.

Although the growth criterion emerged as the least important in the ranking, it remains a critical factor in enhancing employee engagement, particularly in light of the literature review on Gen-Z employee engagement. It is essential not to overlook growth when aiming to improve engagement. Young professionals are motivated by professional and technical training and opportunities for self-development.

According to the survey results, the organizational culture type to which Generation Z is most inclined is the “people-centric organizational culture”. This organizational culture type is followed by the “innovative and entrepreneurial organizational culture type”, while the least preferred is the “supportive leadership culture”. These results are not surprising given the characteristics of Generation Z. Generation Z prefers work environments that are non-hierarchical, where their impact on their surroundings and work is visible, where they can develop themselves, and where communication is strong. Additionally, ethical values such as inclusive diversity hold special significance for Generation Z. Therefore, they prefer to work in companies with a people-centric organizational culture.

In summary, the findings of this study underscore the importance of aligning organizational culture with the preferences and priorities of the Generation Z workforce. By understanding and addressing the specific needs of this demographic, organizations can foster a more inclusive, engaging, and productive work environment. Future research endeavors should continue to explore these dynamics, considering larger and more diverse samples to validate and refine the proposed recommendations.

6. CONCLUSION

As a conclusion, the analysis of criteria and their related sub-criteria, as delineated in Table 3, illuminates only the perspectives of young professionals regarding various aspects influencing organizational culture styles. These criteria encompass Digital Integration, Values, Growth, Work-Life Balance, and Communication, each comprising multiple sub-criteria. The scores attributed to these sub-criteria under different organizational culture styles (S1: Hierarchical, S2: Innovative, S3: Supportive/People-Centric) offer valuable insights into the preferences and priorities of young professionals within organizational settings.

While Innovation and Development under Digital Integration receive notably higher ratings in the Innovative style than hierarchical style, Values such as Transparency and Inclusive Diversity tend to be universally valued across all business styles. Such insights not only provide a comprehensive understanding of the dynamics within organizational cultures but also serve as a foundation for crafting tailored strategies to enhance employee engagement and organizational success among young professionals.

One of the aims of this thesis is to provide tactical suggestions to businesses to help them ensure the sustainability of their corporate culture. First and foremost, businesses must be committed to establishing their organizational values. The happiness and sense of security that Generation Z employees feel in their workplace fundamentally depend on this. Secondly, human resources specialists should undertake various initiatives to strengthen internal communication within the company. Healthy and transparent horizontal and vertical communication critically impacts the engagement of Generation Z employees. The third criterion in our ranking, work-life balance, is much more important to Generation Z compared to Generation X and Y employees. Generation Z views work as a means to travel and gain different experiences. Therefore, working outside of regular

hours, being overloaded, or having unclear job responsibilities significantly demotivates Generation Z employees. In a world where job changes are facilitated by digital means, Generation Z, born into the digital age, is more inclined to act and switch jobs when demotivated compared to previous generations. As observed in this thesis, the turnover rates among young professional survey participants are dramatically higher compared to those of experienced professionals. Beyond these criteria, digital integration—that is, the infrastructure and technological investments made by the company—plays a subtle but significant role in retaining Generation Z employees. In environments with inadequate technical conditions, Generation Z employees become demotivated over time. Lastly, personal development and training opportunities attract Generation Z, but they are not sufficient on their own to reduce turnover rates and ensure the sustainability of corporate culture.

Survey results indicate that Generation Z prefers to work in an environment with a people-centric organizational culture. This is consistent with the criteria and priority rankings we identified. A people-centric approach can enhance employee engagement and thus improve the sustainability of corporate culture. Following closely, we observe that an innovative and entrepreneurial organizational culture is also highly favored. The higher ranking of digital integration over the growth criterion reflects Generation Z's digital orientation. Innovation and companies' ability to adapt to trends are crucial factors influencing Generation Z's motivation and job-switching behavior. The supportive leadership culture, however, is the least preferred organizational culture type. This preference is due to Generation Z's desire for non-hierarchical, transparent environments with easy communication. They want to take initiative and play an active role in decision-making related to their work. The results align well with the characteristic features of Generation Z.

This research has been done under some limitations. The data evaluated based on the ideas of 77 young professionals and 32 experienced professionals the participants might be expanded. The results may change by country and all the participants in this research are working in Türkiye. Additionally, the sectors of the new participants might be asked through the survey, by collecting this data evaluation of employee engagement areas for

different sectors can be identified. Also, the decision maker group in intuitionistic fuzzy set extensions applications might be expanded with international Gen-Z workers. On the other hand, the survey questions are limited more aspects of employee engagement areas can be added in the future studies.

Further research and analysis can deepen our understanding of these findings and inform targeted interventions aimed at promoting a thriving work environment conducive to the growth and development of Gen-Z professionals.

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APPENDICES

Appendix A.

Detailed Survey Results for participants aged between 20-29 for 77 people.

Time Stamp (TRT)	Q1	Q2	Q3	Q13	Q5	Q6	Q7	Q4	Q9	Q10	Q11	Q14	Q12	Q15
2.23.2024 0:15:11	20-29	No	5	4	2	2	4	5	4	5	5	5	5	3
2.23.2024 0:17:27	20-29	Yes	3	3	2	2	5	4	5	5	4	3	4	3
2.23.2024 0:28:00	20-29	Yes	4	4	5	2	5	4	4	4	3	5	3	3
2.23.2024 0:45:10	20-29	Yes	5	5	3	2	4	5	4	5	5	5	1	3
2.23.2024 0:55:07	20-29	Yes	4	5	4	3	4	4	3	3	3	5	5	3
2.23.2024 1:03:29	20-29	Yes	5	4	3	3	2	4	4	4	4	4	4	2
2.23.2024 1:42:31	20-29	No	4	2	2	3	5	4	5	4	4	4	3	2

4.026	3.766	4.662	4.247	3.065	3.481	3.896	4.831	4.234	4.403	4.286	4.000	4.494	4.325	4.234	4.078	3.117	2.935
0.974	1.234	0.338	0.753	1.935	1.519	1.104	0.169	0.766	0.597	0.714	1.000	0.506	0.675	0.766	0.922	1.883	2.065

Appendix B.

Survey Results for participants aged 30+ for 32 people.

Time (TRT)	Stamp	Q1	Q2	Q3	Q13	Q5	Q6	Q7	Q4	Q9	Q10	Q11	Q14	Q12	Q15
2.23.2024 11:58:31		30 +	Yes	5	5	3	3	5	5	5	4	5	5	5	3
2.23.2024 15:27:29		30 +	No	5	3	1	1	1	5	5	5	5	5	5	2
2.23.2024 16:57:23		30 +	Yes	4	4	3	3	3	4	5	4	4	5	4	3
2.23.2024 18:06:23		30 +	Yes	5	3	2	3	5	4	5	3	5	5	5	4
2.23.2024 22:58:55		30 +	No	5	5	2	2	5	5	5	5	5	4	5	2
2.23.2024 23:02:34		30 +	Yes	4	3	2	3	5	4	4	4	3	3	3	3
2.23.2024 23:38:16		30 +	Yes	5	3	5	2	5	5	4	5	4	5	5	4
2.24.2024 1:13:54		30 +	Yes	4	3	3	4	4	5	5	4	4	3	4	3
2.24.2024 14:05:40		30 +	Yes	3	5	3	1	4	5	5	5	5	5	5	1
2.25.2024 14:36:09		30 +	Yes	5	5	3	1	4	5	5	5	5	5	5	4
2.26.2024 8:37:00		30 +	Yes	5	3	4	3	4	5	4	4	4	4	4	3

2.26.2024 8:48:26	30 +	Yes	5	5	5	3	3	5	5	5	5	5	5	5	5	5
2.26.2024 9:44:30	30 +	No	5	3	2	1	5	5	5	5	4	5	5	5	3	3
2.26.2024																
10:01:03	30 +	Yes	4	3	4	4	5	5	5	5	4	1	4	4	4	4
2.26.2024																
10:08:06	30 +	Yes	5	5	3	4	5	4	5	5	5	5	5	5	5	5
2.26.2024																
10:20:37	30 +	Yes	5	5	5	3	5	5	5	5	5	5	5	5	5	5
2.26.2024																
10:22:17	30 +	No	3	5	2	2	2	5	5	5	5	5	5	5	2	2
2.26.2024																
10:53:42	30 +	Yes	3	3	2	2	2	4	3	4	4	3	4	4	2	2
2.26.2024																
10:54:37	30 +	No	5	4	3	3	4	4	5	4	5	4	5	4	4	4
2.26.2024																
11:03:34	30 +	No	5	1	5	2	5	5	5	5	1	5	3	5	3	3
2.26.2024																
11:07:34	30 +	Yes	3	2	5	3	4	5	5	4	4	5	3	5	3	3
2.26.2024																
11:12:27	30 +	No	4	2	5	5	5	5	5	5	3	5	5	5	5	5
2.26.2024																
11:14:07	30 +	Yes	5	1	1	1	5	5	5	5	1	5	1	5	1	1
2.26.2024																
11:18:28	30 +	No	5	3	3	4	4	5	4	4	4	5	3	5	3	3
2.26.2024																
11:19:28	30 +	No	5	4	4	2	3	5	5	4	5	5	3	5	3	3
2.26.2024																
11:20:50	30 +	No	5	4	3	3	5	5	5	5	4	5	2	5	2	2
2.26.2024																
11:26:56	30 +	No	4	4	5	5	5	5	5	4	4	5	4	5	4	4

Q32	Q16	Q17	Q19	Q18	Q21	Q22	Q23	Q26	Q20	Q25	Q24	Q27	Q28	Q29	Q31	Q30	Q8
5	5	5	5	4	5	5	5	5	4	5	3	5	4	5	5	4	3
3	5	5	5	3	4	3	5	4	4	5	3	5	5	5	5	1	3
4	4	5	4	2	3	4	4	4	5	5	4	4	4	3	4	3	4
5	5	5	5	4	5	5	5	5	5	3	5	5	5	5	5	3	4
5	4	5	5	2	1	5	5	5	5	5	5	5	5	5	4	2	3
3	4	4	4	4	5	4	4	4	4	3	3	4	4	4	5	4	2
3	5	5	5	4	3	5	5	1	5	5	5	5	5	4	4	5	1
2	3	5	5	3	4	4	5	5	3	4	3	5	5	5	3	4	3
4	5	5	2	1	3	1	5	5	5	5	3	5	5	5	5	1	5
5	5	5	5	3	5	5	5	4	4	5	5	5	4	3	4	2	4
4	4	5	5	5	5	5	5	5	5	5	4	5	2	5	5	5	4
5	4	5	5	5	5	5	5	5	5	4	4	5	5	4	5	3	5
5	5	5	4	2	4	5	5	5	5	5	5	5	5	5	4	4	4
1	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	2	5
5	4	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	4
4	5	5	4	5	4	4	4	4	5	4	3	4	4	3	3	4	4
3	3	4	4	3	2	4	5	5	4	5	4	5	4	4	4	5	4
1	5	5	5	1	5	5	5	5	5	5	5	5	5	5	5	5	2
2	4	5	5	4	3	5	5	5	5	4	4	5	5	4	3	4	2
2	5	5	3	5	5	3	5	5	5	3	5	5	5	5	5	3	5
3	5	5	3	5	3	5	5	5	5	3	5	5	5	5	5	5	5
2	4	4	3	2	4	4	4	4	5	5	5	4	4	4	5	3	3

Appendix C.

Original survey questions in Turkish in relevance with question labeling list given in “3.Materials and Methods” section of this thesis.

Translated Survey Questions	Original Survey Questions
What is your age group?	Yaş grubunuz nedir?
Have you left a job within the last two years where you worked before?	Daha önce çalıştığımız bir iş yerinden iki yıl içerisinde ayrıldınız mı?
However, workplaces with an innovative approach may have an agile culture.	Ancak yenilikçi bir yaklaşıma sahip işyerleri çevik bir kültüre sahip olabilir.
Providing employees with vocational training to adapt to trends in the business world is critically important for workplaces.	İş dünyasında trendlere uyum sağlamak için çalışanlara mesleki eğitim sağlamak iş yerleri için kritik önemdedir.
Only a company that makes high-budget infrastructure investments can survive in a constantly changing world.	Sadece yüksek bütçeli altyapı yatırımları yapan bir şirket sürekli değişen dünyada ayakta kalabilir.
Investment budget decisions should be determined by management, and employees should implement the decisions without exception.	Yatırım bütçe kararları yönetim tarafından belirlenmeli ve çalışanlar alınan kararları istisnasız uygulamalıdır.
The mission of the company I work for should reflect the perspective of management.	Çalıştığım şirketin misyonu yönetimin bakış açısını yansıtmalıdır.
I believe that only companies contributing to environmental sustainability can adapt to constantly changing business conditions.	Sadece çevre sürdürülebilirliğine katkı sağlayacak şirketlerin sürekli değişen iş koşullarına adapte olabileceğini düşünüyorum.
It is critically important for regular updates to be provided by senior management about company decisions.	Şirket kararları hakkında üst yönetimden düzenli bilgilendirme yapılması kritik düzeyde önemlidir.
However, a workplace that embraces the principle of transparency can have an agile culture.	Ancak şeffaflık ilkesini benimseyen bir iş yeri çevik bir kültüre sahip olabilir.
Clearly identifying employees' development areas should be among the priorities of companies.	Çalışanların gelişim alanlarının açıklıkla belirlenmesi şirketlerin öncelikleri arasında olmalıdır.

Companies can prevent discrimination based on race, language, and religion with ethical rules determined by senior management.	Üst yönetimin belirleyeceği etik kurallarıyla şirketlerde ırk, dil ve din ayrımının önüne geçilebilir.
Having people with different ethnic backgrounds in my team contributes to working with an agile approach.	Ekimde farklı etnik kökene sahip kişilerin çalışması çevik yaklaşımla çalışmama katkı sağlar.
Working together with different cultures contributes to the personal development of employees.	Farklı kültürlerle bir arada çalışma imkanı çalışanların kişisel gelişimine katkıda bulunur.
My manager should determine the training I will receive based on the development areas revealed by my performance results.	Alacağım eğitimleri performans sonuçlarımla açığa çıkan gelişim alanlarıma göre yöneticimin belirlemesi gerekir.
In recent years, I think training on presentation techniques, leadership, and similar topics provided by many companies has been quite beneficial.	Son yıllarda bir çok şirketin sağladığı sunum teknikleri, liderlik gibi konulardaki eğitimlerin oldukça faydalı olduğunu düşünüyorum.
It would make me feel valued if my company sponsored a foreign language course of my choice.	Şirketimin kendi seçeceğim bir yabancı dil eğitimi için sponsor olması kendimi değerli hissettirir.
Salaries in companies should be calculated based on senior management's strategic planning and revenue-expenditure balance.	Şirketlerde maaşlar üst yönetimin stratejik planlamalarına ve gelir-gider dengesine göre hesaplanmalıdır.
Even in a work environment where there are frequent domestic and international location changes, order can be maintained.	Yurt içi ve yurt dışı lokasyon değişikliklerinin yoğun olduğu bir iş ortamında dahi düzen sağlanabilir.
Wage increases should be decided primarily considering employees' living standards based on economic conditions.	Zam oranları ekonomik koşullara göre öncelikle çalışanların hayat standartları göz önünde bulundurularak kararlaştırılmalıdır.
If I need to work overtime due to an urgent issue announced by management, taking ownership of the work and doing the overtime is among my responsibilities.	Yönetim tarafından açıklanan acil bir konu sebebiyle fazla mesai yapmam gerektiği durumda işi sahiplenerek mesaiyi yapmak sorumluluklarım arasında yer alır.
Working hours being fixed is not valuable as long as tasks are delivered on time.	İşler zamanında teslim edildiği sürece çalışma saatlerinin belirli olması değerli değildir.
I believe my company should support me when I need to take leave or work flexible hours due to personal reasons.	Özel sebeplerim dolayısıyla izin almam ya da esnek saatlerde çalışabilmem gerektiğinde şirketimin bana destek olması gerektiğini düşünüyorum.
When I succeed in projects I participate in or manage, this should be supported by management with a financially valuable reward.	Rol aldığım ya da yönettiğim işlerde başarılı olduğunda bu durumun yönetim tarafından maddi değeri olan bir ödül ile desteklenmesi gerekir.
It is necessary for the choice between the benefits allocated to me by the company to be left to me.	Şirket tarafından bana ayrılan bütçede sunulan yan haklar arasındaki tercihin bana bırakılması gereklidir.

Regardless of hierarchy, companies should provide cash or in-kind assistance to all employees, especially on special occasions such as religious holidays and birthdays.	Şirketler hiyerarşiden bağımsız olarak tüm çalışanlara özellikle dini bayramlar, doğum günleri gibi özel günlerde mutlaka nakdi veya aynı yardım desteğinde bulunmalıdır.
Managers should take an active role in fostering both internal team cohesion and healthy relationships with other departments.	Yöneticiler ekiplerinin hem kendi içerisinde kaynaşmasında hem de diğer departmanlarla sağlıklı ilişkiler kurmasında aktif rol almalıdır.
Apart from necessary connections for the continuation of work within the company, participation in social activities should be left to the discretion of the employees.	Şirket içinde işin devamı için gerekli bağlantılar haricinde sosyal etkinliklere katılım çalışanların kendi inisiyatifine bırakılmalıdır.
I think it's valuable for companies to have hobby clubs for employees and to encourage employee participation.	Şirketlerin çalışanlara yönelik hobi kulüplerinin olmasını ve şirket tarafından çalışanların katılma teşvik edilmesinin değerli olduğunu düşünüyorum.
Ensuring harmony within the team can only be achieved with the leader making decisive decisions.	Takım içerisinde uyumun sağlanması ancak liderin karar verici olmasıyla sağlanır.
Establishing close relationships with my colleagues enables us to make quick decisions as a team.	İş arkadaşlarımla yakın ilişkiler kurmak ekip olarak hızlı karar almamızı sağlar.
I find it valuable for individuals in the workplace to address each other by name regardless of their titles for collaborative work	Çalışacağım iş yerinde kişilerin ünvanları her ne olursa olsun birbirlerine ismen hitap etmelerini uyumlu çalışma açısından değerli buluyorum.

PUBLICATIONS

- Academic article related to this thesis is accepted for INFUS 2024.