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SERIES EDITOR: EMMA PARRY

**THE CHANGING  
CONTEXT OF  
MANAGING  
PEOPLE**

EDITORS:

**ELODIE  
GENTINA  
EMMA  
PARRY**

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# **THE NEW GENERATION Z IN ASIA**

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**DYNAMICS,  
DIFFERENCES,  
DIGITALIZATION**

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# The New Generation Z in Asia

# THE CHANGING CONTEXT OF MANAGING PEOPLE

**Series Editor:** Professor Emma Parry, Cranfield School of Management, Swindon, UK

The past two decades have represented a time of unprecedented social, technological and economic change that has required a transformation in human resource management (HRM). Shifts in demographics, continued increases of women in the workforce and greater mobility across national borders have led to higher diversity in the workplace. Advances in technology, including social media, have enabled new ways of doing business through faster communications and vast amounts of data made available to all. Mobile technology with its ubiquitous connectivity has led to renewed concerns over work–life balance and extreme jobs. These and many other changes have seen evolving attitudes towards work and careers, leading to different expectations of the workplace and mean that existing ways of managing people may no longer be effective. This series examines in depth the changing context to identify its impact on the HRM and the workforce.

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# **The New Generation Z in Asia: Dynamics, Differences, Digitalisation**

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Emerald Publishing Limited  
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2020

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**British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

ISBN: 978-1-80043-221-5 (Print)

ISBN: 978-1-80043-220-8 (Online)

ISBN: 978-1-80043-222-2 (Epub)



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INVESTOR IN PEOPLE

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# Dedication

Many researchers, teachers, and students who are part of the international scientific community probably once came across the name of Christian Scholz. As a university professor from Saarbrücken, Germany, his oeuvre covered various disciplines in social science, such as business-related human resource management, information management, and media management, conflating it with psychological, historical, and sociological references. Since 2014, when he started his topical journey with a seminal book (Wiley, 2014), he was one of the first international researchers profoundly focussing on the ‘Generation Z’, its characteristics, qualities, attitudes, preferences, and expectations towards employers and society. This focus on Generation Z directed his attention to Southeast Asia and its young generation ready to shape the future.

Through this book, I pay tribute to Christian Scholz who passed away 4 October 2019 at the age of 66. It would have never been written without the expertise and effort of Christian. In 2017, he brought together various researchers and young academics in a conference in Bangkok to discuss the particularities of the Generation Z in Asia. In his research, Christian pursued the idea that there is globally more than one type of Generation Z and that the cross-cultural differences could be identified. Based on our mutual interest, I made friends with Christian, and we both decided to bring our knowledge together in the first book on Generation Z in Asia. I would have very much loved to finalise it and celebrate its release together with him.

Christian Scholz was a researcher of great intellectual originality and his deep knowledge of Generation Z around the world – his research trips on this topic took him across Europe, America, Africa, and Asia that were reflected in further international publications, among them ‘Generation Z in Europe’ (Emerald, 2019) – made him a respected researcher in our academic community. Beyond that, he published far more than 20 scientific books and more than 670 journal articles.

In addition to his scientific competence which characterised him, to his great intellectual curiosity and to his immense and remarkable scholarliness, he was very sympathetic, friendly, pleasant, and generous. The academic community will always remember Christian Scholz with honour and gratitude.

Today, I dedicate this work to you, Christian!

Elodie Gentina

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# About the Contributors

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**Ghazala Khan**, PhD, is a Lecturer at Monash University Malaysia. She has over 23 years in tertiary education in Malaysia. She has won numerous teaching awards including the Best Lecturer Award for School of Business under the Monash University Student Association. Her research interests lie in Islamic marketing, consumer socialisation, and pedagogy. She has presented her work at numerous international conferences and published in international refereed journals, such as *Journal of Islamic Marketing* and *International Journal of Business and Globalisation*.

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**Melannie Zhan** is a Part-Time Lecturer. She received her PhD in Communication and MSocSc in Media Management at Hong Kong Baptist University. Her research areas mainly lie in the field of advertising, health communication, and strategic marketing communication. In particular, she examines the message framing effects, health communication campaigns, and motivational effectiveness relating to self-regulation. Her research publications are in *PR* magazine (Germany) and *International Journal of Human Movement and Sports Sciences*. Before she joined academia, she worked in the advertising profession in Hong Kong for more than six years.

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# Generations Z in Asia: Foreword

Around 18 months ago I had the privilege of contributing both a chapter (on Generation Z in the UK), and the foreword, to a book on Generations Z in Europe, edited by Christian Scholz and Anne Renning. This book provided a useful and unique analysis of the characteristics of the younger generation in different European countries. For some time, I have been complaining about the tendency for both scholars and practitioners to take a universal approach to generations and to assume that the characteristics of generations are the same regardless of the country in which the generations that an author is discussing are based. It was therefore a delight to be part of a book that took a contextual approach to studying the characteristics of a particular generation. It was because of this experience that I jumped at the chance to co-edit this current text – on Generations Z in Asia – and to include this within my book series on *The Changing Context of Managing People*.

It is important to note, of course, that accepting this request was also tinged with sadness – a co-editor for this text was only needed because Professor Christian Scholz – who both conceptualised and started work on this text had been taken seriously ill, and later passed away. Having worked with Christian on the previous text, I feel compelled to recognise his passion for this topic and the enthusiasm that both got this manuscript moving and brought the first text to fruition. This book undoubtedly belongs to Christian (along with Elodie Gentina) – I see myself therefore as no more than a caretaker in seeing this book to its completion.

My personal involvement in editing this text – and the memory of Christian – means of course that I am particularly delighted to be able to introduce this new book as part of the series. The continent of Asia becomes increasingly dominant in the world landscape in relation to its economic growth, population size and growing influence on aspects such as technologies and fashion. With this in mind, it is important that we understand the characteristics of the Asian people both as consumers and employees. And yet, research in this area is still limited. In relation to generational differences, scholars have historically drawn on western models of generational groups with very few researchers exploring the attitudes and expectations of different age cohorts in Asia in particular. Not only does this book address that need, but it also goes one step further by considering the values and preferences of the younger generation in different countries and regions of Asia to examine the similarities and differences between those of different nationalities. Given the rich historical and cultural landscape within Asia, alongside

differences in religion, economic climate and tradition, this provides a fascinating discussion of Generation Z in different Asian countries and the factors that have driven their values and expectations. I hope that you will enjoy this text as much as I have enjoyed editing and reading it.

*Emma Parry*  
*Series Editor*