

## SHAPING A GEN Z WORKPLACE EXPECTATION – A CONCEPTUAL FRAMEWORK

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DOI: <https://www.doi.org/10.58257/IJPREMS35067>

### ABSTRACT

The newest generation, known as Generation Z or digital natives, was raised in a world reliant on technology and was born after 1995. About 2 billion people worldwide are a part of Generation Z, or Gen Z, which is anticipated to make up 27% of the workforce by 2025. As the first generation to truly be considered "digital natives," Gen Z was raised in a technologically advanced from an early age, learning how to use devices, participating in social media from an early age, and even having a tendency to be perceived as technologically addicted. Generation X was linked to high levels of education, autonomy, and work-life balance. . Gen Z possesses a distinct set of traits, such as flexibility and resilience, due to their upbringing in an unpredictable environment. The second characteristic that Gen Z will bring to the workplace is their ability to question established practices and think creatively about the future. Organizations must create a culture that is adaptable, encouraging, and long-lasting for the Gen Z. Gen Z seeks careers that align with their interests and values because they want to make a difference in the world. Since they welcome working with people of different races or cultures. Gen Z is believed to be more accepting than earlier generations in this regard. They place great value on the chance to develop bonds with employees in an informal environment

**Keywords** – Gen Z, Generation Z, Workplace, Development,

### 1. INTRODUCTION

Today's dynamic and ever-evolving business climate makes it increasingly crucial to an organization's success to be capable to attract and retain outstanding talent (Forbes 2023). The newest generation, known as Generation Z or digital natives, was raised in a world reliant on technology and was born after 1995. About 2 billion people worldwide are a part of Generation Z, or Gen Z, which is anticipated to make up 27% of the workforce by 2025 (Zurich 2022, Forbes 2023)). In particular, Generation Z popularly known as Gen Z is fast becoming one of the best assets of any organization (Forbes 2023).

According to The Harris Poll, The first generation of social media natives, Gen Z places a high value on diversity and inclusiveness in addition to mental health (Forbes 2024). The newest generation joining the workforce, identified as Gen Z, likes appreciation for a job accomplished well (HBR 2023). That indicates sincere and distinctive acknowledgment. And more organizations are starting to think in the same way (Kovary, Pearson 2017). In the contemporary workplace, there are concerns about growing cultural variety (Shaheen, Zeba 2020). They have never known a world without the internet, and the newest technology dominates every aspect of their lives, from cell phones to virtual reality simulators. These events occur on a growing number on social media networks. In today's changing workforce, every generation brings new ideas and aspirations. To effectively leverage this dynamic generation's great potential, firms must understand Gen Z workers' attitudes and take into consideration their expectations. It is widely anticipated that the Z Generation will drastically change the workforce in the coming years (Marquez, et.al, 2022) Practically speaking, Generation Z is optimistic. They know what it takes to achieve, thus they do not hesitate to put themselves in the work. Though they are capable and grounded, they have a vision for the future. As the first generation to truly be considered "digital natives," Gen Z was raised in a technologically advanced from an early age, learning how to use devices, participating in social media from an early age, and even having a tendency to be perceived as technologically addicted (Marquez, et.al, 2022). Despite being a self-driven and ambitious generation, Gen Z is not like other generations, whose career progression paths appeared to be focused on start-ups and young enterprises. Gen Z prefers to pursue varied and entrepreneurial career development options along with the security of job stability, and they may show greater loyalty to organizations which can provide this (Lazar, et.al, 2023)

#### Theoretical Framework

**Marginean (2021)** mentioned in their study that the choices of Generation Z concerning the categories of organizations they plan to work for in the future. In addition, Gen Z seems to be very motivated to put forward their careers to change the world. Despite being perceived as a tech-savvy generation, Gen Z may favor virtual communication over in-person interactions.

**Bieleń, Kubiczek (2020)** revealed in their study that for workplaces pay attention to Gen Z needs when it comes to work environment that includes friendly atmosphere is of utmost importance, to work with latest technology, internships and apprentices programs, Ambassador Program, special benefits, proper support from supervisors and CSR activities.

**Wuttaphan (2018)** considers that Gen Z is technology oriented generation and they are comfortable in using a range of social media platforms for communication. Gen Z also know how to use quick texting using iMessage, instant messaging (such as WhatsApp, Snapchat, Line, and Facebook Messenger), and in-person interactions with friends, family, and coworkers on Facebook, Line, and other platforms.

**Kovary & Pearson (2017)** in their study focus on Gen Z learning and development opportunity and said 71% believes that education is crucial for fostering critical thinking abilities rather than being just able to get work. 29% believes that education is helpful only if it provides advancement in career. Gen Z is more focused on creativity because they believe creativity will be crucial to overcoming obstacles and achieving success.

### **Gen Z at workplace**

The most recent generation to enter the workforce, known as Gen Z, is characterized by traits like confidence, curiosity, practicality, positivity, and cheerfulness. Performance and productivity are impacted by their engagement, commitment, and appreciation of what they do. (Ganguli, Padhy, & Saxena, 2022). Considering the significant impact that the Gen Z generation will have on the workplace, it is imperative to identify the distinctive qualities that set them apart. Workplaces are discovering it will be challenging to keep Gen Z workers as their proportion of the workforce continues to rise. Generation X was linked to high levels of education, autonomy, and work-life balance. Strategies need to be modified to take into account the unique expectations and values that Gen Z carries with them in order to draw in, keep, and grow this new talent pool (Impact 2023).

Roberta Katz, a former senior research scholar at Stanford's Center for Advanced Study in the Behavioural Sciences (CASBS) Gen Z is bringing a new set of values, attitudes, and expectations to the workplace as compared to previous generations.

Keri Fleming, Chief People Officer at professional services group Mazars USA also believes that Gen Z brings fresh beliefs and a mind-set to the workplace. The distinctive and remarkable quality of Gen Z lies in its open-mindedness, willingness to take on new challenges, and inclusive outlook. They therefore have more expectations than previous generations, particularly with regard to their careers.

Ernst & Young in their study revealed that for Gen Z, accountability and promotions are among the most crucial issues, either locally or globally

The Gen Z generation is going to graduate from college or another university. In an organization, they serve as front-line employees, supervisors, and entry-level leaders. Organizations and leaders must consider their professional needs as they are being expressed (Kovary, Pearson 2017). The environments in which this generation was raised varied. Because they were raised in an unexpected environment, Gen Z has developed a unique mix of attributes, including resilience and flexibility (Trinet, 2022). The second thing that Gen Z will contribute to the workplace is their capacity to challenge conventional wisdom and think a culture that is flexible, supportive, and enduring. Gen Z desires to value their work and still have time for side pursuits. Workplace culture is regarded as the necessity for Gen Z. Employee retention improves organizational performance and fosters the development of a strong workplace culture that fosters productivity, trust, and lower rates of absenteeism and employee turnover (Deloitte n.d.) Thus understanding them will help organizations prepare better to engage and retain them. Gen Z is quite distinct from previous generations for workplaces. "Gen Z's work ethic and organizations that pledge to foster an inclusive culture, flexible work schedules, and equitable compensation are real and creating an impact" (Financial Times n.d)

### **Gen Z key workplace Expectations**

Individuals in Gen Z are interested in job possibilities that offer growth, meaning, and purpose. HR managers should promote an agile work environment by moving away from traditional hierarchical structures and toward more adaptable organizational models that provide decision-making authority to all staff members and promote cross-functional collaboration and idea sharing.

### **Meaningfulness of Work**

Gen Z is recognized for being a values-driven and socially conscious generation (Vintage Circle 2024) Gen Z is unique because of its inclusive perspective, willingness to learn new things, and on-going pursuit of achievements. Gen Z is eager to have rewarding careers that requires years of engagement.

According to the LinkedIn survey, 80% of Gen Z professionals prefer a purpose-driven career that more closely reflects their values.

Gen Z values purpose-driven work that has consistently been maintained. Around 90% of Generation Z (Gen Z) employees believe that having a purpose in their work is quite or somewhat significant to their overall sense of job satisfaction (Deloitte 2024).

### **Work life Balance and Embracing Flexibility and adaptability at workplace**

According to SHRM, Work-life balance and flexibility have been determined by 55% of employees as critical components of their job satisfaction.

Gen Z is more inclined toward maintaining a work-life balance that gives them sufficient leisure time to make personal investments and has a positive effect on their productivity at work. (People Matter 2022). Gen Z are family and friends-oriented, so around 42% of this generation rate work-life balance, remote work, and flexible leave as their top job search criteria (Zurich 2022).

According to KeyAnna Schmiedl, Chief Human Experience Officer at Work human, Flexibility does not mean that employee desire to work five days a week from home, it is about allowing employees to be themselves and allowing them to design a timetable and organizational structure that suits them best. This is what meant of flexibility.

According to Deloitte, 40 % of Gen Z, employee thinks flexibility and adaptability, the most important qualities for an organization.

### **Digital Approach and Mind set**

According to a research 80 % of Gen-Z prefers to work with innovative technology. 91% of individual claims that technology integration would have an impact on their employment decision.

Gen Z is the first generation to have grown up entirely in the digital age, they are truly digital natives, relies on social media for guidance, research, and knowledge prior to any major decisions (Limra 2023).

Their preferred platforms differ from those of other generations. The position that Generation Z plays in the workforce of digital businesses and how technology advancements and digitalization affect their ability to foster collaboration and industry change (Lazar, et.al, 2023).

Gen Z is the "First global generation," virtually connected with individuals across the globe. Through social media and other digital platforms, Gen Z has had access to news, information, and additional content around the world (Zurich 2022).

### **Facilitate a Constant Discussion**

Gen Z individuals place a higher value on openness in the workplace than simply receiving a pay check. Gen Z appreciates a transparent feedback-rich workplace culture. It increases happiness at work and promotes the general prosperity of the organization. Gen Z says, "I want to be acknowledged when I am doing well, and I would like to know how I am doing.

" (Financial times n.d). That acknowledgment must come often and have personal significance for the individual who receives it. Fleming in her article mentioned that recognition improves individual and organizational performance (FT n.d) A workplace where employees can express their thoughts, opinions, and issues are clear about expectations from both sides (Fdm 2023).

### **Health and well-Being**

A key aspect that Gen Z workers strongly value is their holistic well-being (Vintage Circle 2024). In addition, Gen Z is renowned for being transparent about their well-being and psychological state. Gen Z is more inclined towards their well-being, health, and happiness above work. Introducing Gen Z employees to wellness programs like yoga or meditation sessions is the simplest method to encourage healthy lifestyles. This will contribute to their mental health and assist them in dealing with stress (Vintage Circle 2024).

## **2. CONCLUSION**

In the workplace, Generation Z signifies a very important generational shift. Gen Z has no desire to sacrifice all for a career or to live a life so driven by monetary savings they are incapable of enjoying life as it is today. Work life balance continues to be the first priority of Gen Z.

It is important to apprehend and meet the expectation of Gen Z as they are considered as the future of workplace and focus on their experience, development and career planning. Gen Z seeks careers that align with their interests and values because they want to make a difference in the world. Since they welcome working with people of different races or cultures.

Gen Z is believed to be more accepting than earlier generations in this regard. They place great value on the chance to develop bonds with employees in an informal environment. The primary attributes that Generation Z desires include a work-life balance, a friendly setting, growth support, and the chance to show their worth.

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