

Original Article

# Understanding Generation Z as Future Workforce: Their Perspectives on Global Trends of Organisational Design

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**Abstract:** The main purpose of this research project is to understand Generation Z as a future workforce and what are their core values towards the company, what are their expectations from their managers, and what are their perspectives on the global trends of organization design. Generation Z people have their own unique requirements and motivating factors. Quantitative research has been conducted in which a questionnaire was distributed to the sample group. This questionnaire was formed on Google Forms and was circulated online to the sample group, as Generation Z people are more into technology and gadgets. The sample group includes Generation Z people who are already working in organizations or they are in colleges and are the future upcoming workforce of the organization. It includes friends, cousins, and students from an MBA college. This research conveys what are the different factors that matter the most to Gen Z in the organization and how they perceive the global trends of organizational design. As a result, Generation Z people are very eager to achieve their goals in the job; they value freedom, flexibility and ownership at the organization and are also ready to even learn from their mistakes. According to the study top 3 factors which valued the most by Generation Z in the workplace are career opportunities, compensation package and work environment, respectively at the same time, they want feedback from their managers on a monthly basis and prefer face-to-face communication in the workplace.

**Keywords:** Generation Z, Perspectives on Global Trends of Organizational Design.

## I. INTRODUCTION

People born from the late 90s to early 10<sup>th</sup> are Generation Z; they were born during the most technological uplift era of humankind. They grew up in the age of the Internet, which gave them easy access to everything. The oldest of Gen Z are already in the organization. As they are more comfortable with technology and gadgets, they bring a new set of skills, talents, and expectations to the table. Thus, organizations must find out what values the most to Generation Z, what are their unique requirements, motivating factors and expectations towards employers and the company.

As Generation Z is entering into the workforce, it has become very important for employers to understand how to deal with this future workforce and what are their perspectives on the global trends of organization design. This research can provide some direction to employers on whether their existing system is appropriate or whether there is some need for changes. The global trends of OD can be said as flexibility, freedom at the workplace, adaptability, freedom of decision-making, a sense of ownership, etc.

The main purpose of this research project is to understand Generation Z as a future workforce, what are their core values towards the company, what are their expectations from their managers, and what are their perspectives on the global trends of organization design as Generation Z people have their own unique requirements and motivating factors.

The agenda of this research project is to provide some recommendations to HR professionals on how to retain and attract Generation Z people based on the results of their work values and expectations from employers. Organizations are considering bringing changes to bring more agility and adaptability to the company.

The final research project report is divided into 4 main chapters. The first chapter includes an introduction to the concept of all living generations, understanding Generation Z as a future workforce, global trends in organization design and a literature review. Chapter 2 includes the research problem statement, research methodology, research objectives, sampling and data collection. Chapter 3 includes an analysis and interpretation of the data collected from the questionnaire. And in the end Chapter 4 includes findings, recommendations, limitations and conclusion.

### A) Understanding the Generations:



A generation refers to all the people born and living at about the same time, regarded collectively. It can also be described as “the average period, generally considered to be about 20–30 years, during which children are born and grow up, become adults, and begin to have children.”

There are different living generations:

**a. Greatest Generation**

People who were born between 1901 to 1927 are known as the greatest generation. They were children during World War I, and they also witnessed World War II. They were the only ones to experience life without electricity, air conditioning, refrigerators, TV, radio, etc. Only 2% of the adult population is represented by the greatest generation.

**b. Silent Generation**

People who were born between 1928 to 1945 are known as the silent generation. They witness World War 2 and the Great Depression. The “Silent” in the silent generation refers to the image as civic minded and conformist as their childhood was during the era of conformity. Women from this generation raised their children and stayed at home, whereas men worked hard. Very few percent of women work in the jobs like nurses or teachers. Loyalty was a big thing during that time; once they get the job it's for a lifetime.

**c. The Baby Boom Generation**

People who were born between 1946 to 1964 are known as the baby boom generation. They witnessed the Cold War and the Civil Rights Movement. In this era, there was an increase in the birth rate, and it can be seen in those countries which experienced major damage because of the war and were struggling with economic problems. After the war was over, they had a better economic position, which gave them a better place to get settled and start their families, a good education, etc. One of the biggest workforces is represented by the baby boom generation.

**d. Generation X**

People who were born between 1965 to 1980 are known as Generation X. Compared with the preceded generation, which is the baby boom generation and the following generation, which is millennials, generation X has low birth rates. The environment in which Generation X where raised was like this: both the parents used to go to work, and they were alone at home usually, because of which they became more resourceful, self-sufficient, and independent people. In the workplace, they value freedom but are not comfortable with authoritative nature, micromanagement, etc.

**e. Generation Y**

People who were born between 1981 to 1996 are known as Generation Y. Generation Y is also known as Millennials. They grew up in the era of technological advancements which made them tech-savvy. They are surrounded by various technologies and gadgets which make it easier for them to communicate via email or social media. In organizations, they have high expectations from their managers, are achievement-oriented and are always ready to take on new challenges.

**f. Generation Z**

People who were born between 1997 to 2012 are known as Generation Z. The Oldest Generation Z people have started entering the workforce, and the rest of them are in schools and colleges. They are one step ahead of Generation Y in terms of unique requirements and motivating factors. They also have their own Gen Z terms.

**g. Understanding Generation Z as Future Workforce**

Generation Z hey grew up in the era of technological advancements, which made them tech-savvy. They are surrounded by various technologies and gadgets which make everything easier for them. They are more connected to the digital world as well, and they are very comfortable using the Internet for every purpose. The oldest Generation Z people have started entering into the workforce, and because of their tech-savvy nature, they bring new skill sets, perspectives, talent and expectations to the table.

Therefore, understanding Generation Z people's mindset is very important for the organization to attract, retain and motivate them. It gives a direction to HR professionals, helping them to know how to tackle and handle situations with respect to Generation Z.

**B) Organization Design**

**a. What is organization design?**

Organization design is a process of structuring and running the organization. It's a holistic approach to the work done in an organization, including decision-making, team formation, communication methods, etc.

**b. Different factors of organization design:**

Structure, strategy, culture, process, people, technology, etc, are various factors of organization design. The main focus of this study is on structural and cultural factors.

i) Structure

Structure refers to the hierarchy in the organization; it consists of divisions and departments, which helps in dividing the tasks and coordinating the work. It can have many levels: centralized, decentralized, tall, flat, etc, depending on the company. Examples include feedback from the manager, communication methods, mode of working, team formation, conducting meetings, goals, roles and job titles.

ii) Culture

Culture refers to norms, values, behaviour and beliefs that an organization consists of. It affects the decision-making, morale and productivity of employees. A positive culture can increase employee engagement, loyalty, and employee satisfaction; meanwhile, a negative culture can hold back or hamper employee performance. Example includes mode of working, sense of ownership, decision making, etc.

## II. LITERATURE REVIEW

Work Values of Gen Z: Bridging the Gap to the Next Generation by Hemlata Agarwal and Pratiksindh S. Vaghela (2018) The main purpose of the author was to know the values of Generation Z in the workplace. This study is based on extrinsic, status, intrinsic, altruistic, and social values. A total of 215 MBA students filled out the questionnaire, which gives a descriptive analysis that students value status, intrinsic and altruistic. Also, the author conducted a comparison of work values based on gender and results have shown that there is negligible difference between female and male students. The author has also compared work values based on the specialization of students and it also gave the same result.

Understanding Generation Z in the Workplace: A Report by Deloitte (2023). According to the report, Generation Z are ready to enter the workforce, and some of them have already entered the organization. This generation has entered the organization at a time when the workforce is already shrinking. It will be a success for organizations and companies to understand what matters the most to Generation Z in order to attract them. From the report, we can see that salary or compensation package matters to Generation Z the most, and there are other factors also that matter to Generation Z, like Generation Z's values should align with the organization's values and diversity. Based on these preferences' the organization should retain, hire and attract talent; this requires a different mindset.

Hybrid Model of Work and Employee Attitudes: Challenges to HR Leadership in the Context of Indian Organizations by Kaur, Navreet, Parihar, Amisha (2022). The aim of this paper is to understand the difficulties faced by managers in managing the workforce within a hybrid workplace. Few companies have adopted a hybrid mode of working, and few have adopted a remote work strategy. Due to the pandemic shift has led to a change in employee behaviour. This paper focuses on 3 things 1<sup>st</sup> is what are the different perceptions of the employees and how the organization is restructuring the work environment, 2<sup>nd</sup> is what impact does this new work arrangement has on employees' behaviour and attitude, 3<sup>rd</sup> is what skills are required for effective leadership as it impacts the organization's culture and employee behaviour. This paper helps to throw some light about how leaders should skill themselves in this changing frame of time.

Understanding Generation Z as a Future Workforce and its Perception of the Global Trends in Organisational Design by Elene Murvanidze (2020). The main aim of the author was to know what values the most to Generation Z in an organization and what their perceptions of global trends in OD. For this, a questionnaire was circulated, and the majority of the respondents were from Georgia. Results show that Generation Z prefers flexibility, freedom, and growth opportunities in an organization.

## III. RESEARCH DESIGN

### A) Research Problem Statement

Companies face difficulty in finding quality candidates and retaining Generation Z employees as employers find it difficult to handle and tackle situations with Generation Z employees because of their unique needs and requirements. Companies invest a lot in the selection and recruitment process, still there are still high attrition rates. Hence, it is important for the organization to understand Generation Z people's mindset, what values the most to them, what are their expectations towards their employers and what are their perspectives towards global trends of organization design to attract, retain and motivate them.

### B) Research Methodology

Quantitative research has been conducted in which a questionnaire was distributed to the generation Z people. This questionnaire was formed on Google Forms and was circulated online to the sample group, as Generation Z people are more into technology and gadgets. The intent was to grab the views about global trends in organization design of Generation Z, who

are already working in organizations or they are in colleges and are the future upcoming workforce of the organization. It includes friends, cousins, and students from an MBA college. This quantitative research method helped to collect multiple responses at once and analyze them. The questionnaire consists of a total of 14 questions that were divided into 2 blocks - 4 questions were related to demographics, and the rest 10 questions were based on what values the most to them and what their perspectives on global trends of organizational design. All questions were mandatory, and the responses were collected anonymously.

### C) Research Objectives

- To study the work values of Generation Z at the workplace.
- To study the expectations of Generation Z from the employer.
- To study the perspectives of Generation Z on the global trends of organizational design.

### D) Sampling

The main agenda of the final research project was to get the opinions of Generation Z about their work values and global trends of organizational design. Therefore, a questionnaire was circulated among the sample group. This sample group includes Generation Z people who are already working in organizations or they are in colleges and are the future upcoming workforce of the organization. It includes friends, cousins, and students from an MBA college. The information has been gathered from a sample size of around 70 Generation Z people.

### E) Data Collection

Questionnaire was formed on Google Forms and was circulated online to the sample group, as Generation Z people are more into technology and gadgets. It was an easy process for them to fill out the questionnaire. Also, it was much simpler to share the questionnaire through the internet in order to get maximum responses. Also, by using personal connections, the questionnaire was shared among friends and cousins. At the same time, the questionnaire was shared on various official WhatsApp groups in which the participants were MBA college students all the instructions were given. It was a completely anonymous and voluntary process. The data collected from each of the questions from the questionnaire was properly analyzed by using a Google Spreadsheet.

### F) Data Analysis and Interpretation

Through the questionnaire method, the following results were obtained, Demographics

Out of a total of 70 respondents, 97% were Gen Z, male to female ratio was approximately 50:50; current employment status wise, 28.6% of the applicants are paid employees, 8.5% of the applicants are self-employed, 0% of the applicants are volunteer, 8.5% of the applicants are an intern, and 54.4% of the applicants are students, Working experience wise 40% of the applicants have 0 work experience, 47.1% of the applicants have more than zero but less than 3 years of experience and 12.9% of the applicants have 3 and above years of experience.

What values the most to Generation Z, and what are their perspectives on global trends of organizational design?

**Table 1: Duration of Feedback from Your Manager**

Response	No. of Response	Percentage
Year	7	10%
Quarter	17	24.3%
Month	21	30%
Week	14	20%
Multiple check-ins during the week	11	15.7%

### Interpretation:

According to the chart, 10% of the applicants prefer yearly feedback from their manager, 24.3% prefer quarterly feedback from their manager, 30% prefer monthly feedback from their manager, 20% prefer weekly feedback from their manager, and 15.7% prefer multiple check-ins during the week.

**Table 2: What Generation Z Value the Most at the Workplace (Any 3)**

Response	No. of Response	Percentage
Compensation package	45	64.3%
Career opportunities	48	68.6%
Team atmosphere	27	38.6%
Work environment	42	60%
Flexible schedule	30	42.9%
Culture of recognition	16	22.9%

Change to make an impact	21	30%
Company Reputation	12	17.1%

#### Interpretation:

Value preference-wise, 64.3% of the applicants value compensation package, 68.6% value career opportunities, 38.6% value team atmosphere, 60% value work environment, 42.9% value flexible schedule, 22.9% value the culture of recognition, 30% value change to make an impact and 17.1% values company reputation.

**Table 3: Most Favoured Communication Methods in the Workplace**

Response	No. of Response	Percentage
Face-to-face	57	80.3%
Phone call	36	50.7 %
Email	36	50.7 %
Text message	7	9.9%
WhatsApp	22	31 %
Video chat	15	21.1 %

#### Interpretation:

According to the chart, 80.3% of the applicants prefer face-to-face communication at the workplace, 50.7% prefer phone calls, 50.7% prefer email, 9.9% prefer text messages, 31% prefer WhatsApp, and 21.1% prefer video chat for communication at the workplace.

**Table 4: Mode of Working**

Responses	No. of Responses	Percentage
Work from Office	18	25.7%
Work from Home	6	8.5%
Hybrid Working	46	65.8%

#### Interpretation:

According to the chart, 25.7% of the applicants prefer working from the office as the mode of working, 8.5% of the applicants prefer working from home as the mode of working, and 65.8% of the applicants prefer hybrid working as the mode of working.

**Table 5: Managers Inform about the Goals and then Manage themselves Accordingly**

Responses	No. of Responses	Percentage
Strongly Disagree	2	2.8 %
Disagree	3	4.2 %
Neutral	17	24.2 %
Agree	34	48.5 %
Strongly Agree	14	20 %

#### Interpretation:

According to the chart, 2.8% of the applicants strongly disagree that managers should inform about the goals, 4.2% disagree, 24.2% are neutral, 48.5% agree, and 20% strongly agree that managers should inform about the goals so that they can manage themselves accordingly.

**Table 6: Sense of Ownership**

Responses	No. of Responses	Percentage
Strongly Disagree	0	0 %
Disagree	2	2.8 %
Neutral	8	11.4 %
Agree	38	54.2 %
Strongly Agree	22	31.4 %

#### Interpretation:

According to the chart, 2.8% of the applicants disagree with wanting a sense of ownership, 11.4% are neutral, 54.2% agree to want a sense of ownership, and 31.4% strongly agree to want a sense of ownership in an organization.

**Table 7: Freedom of Decision Making**

Responses	No. of Responses	Percentage
Strongly Disagree	1	1.4 %

Disagree	7	10 %
Neutral	23	32.8 %
Agree	30	42.8 %
Strongly Agree	9	12.8 %

**Interpretation:**

According to the chart, 1.4% of the applicants strongly disagree with wanting freedom of decision-making, 10% disagree, 32.8% are neutral, 42.8% agree, and 12.8% strongly agree to want freedom of decision-making in the workplace.

**Table 8: Rather than Conducting a Meeting with a Predefined Time and Agenda, I Prefer to Meet with my Colleagues as the Need Arises**

Responses	No. of Responses	Percentage
Strongly Disagree	1	1.4 %
Disagree	13	18.5 %
Neutral	18	25.7 %
Agree	34	48.5 %
Strongly Agree	4	5.7 %

**Interpretation:**

According to the chart, 18.5% of the applicants disagree with conducting meetings with a predefined agenda and time, 25.7% are neutral, 48.5% agree with conducting meetings with a predefined time and agenda, and 5.7% strongly agree with conducting meetings with a predefined time and agenda.

**Table 9: Roles and Job Titles Evolve Regularly**

Responses	No. of Responses	Percentage
Strongly Disagree	0	0 %
Disagree	8	11.4 %
Neutral	8	11.4 %
Agree	43	61.4 %
Strongly Agree	11	15.7 %

**Interpretation:**

According to the chart, 11.4% of the applicants disagree with wanting roles and job titles to evolve regularly, 11.4% are neutral, 61.4% agree to want roles and job titles to evolve regularly, and 15.7% strongly agree to want roles and job titles to evolve regularly.

**Table 10: Flexibility in the Formation of a Team**

Responses	No. of Responses	Percentage
Strongly Disagree	5	7.1 %
Disagree	10	14.2 %
Neutral	19	27.1 %
Agree	27	38.5 %
Strongly Agree	10	14.2 %

**Interpretation:**

According to the chart, 7.1% of the applicants strongly disagree with wanting flexibility in the formation of a team, 14.2% disagree, 27.1% on neutral, 38.5% agree to want flexibility in the formation of a team, and 14.2% strongly agree to have flexibility in the formation of a team.

#### IV. FINDINGS

The study depicts that out of 70 applicants, 97% were Gen Z, of which 53% were male applicants and 47% were female applicants. The majority of the applicants were students, about 54.4%; as the questionnaire was circulated in an MBA college, 28.6% of the applicants were paid employees, and 8.5% of the applicants were self-employed and interns. All the applicants have a working experience in a range of 0 – 6 years. The most important question of the questionnaire was what values the most to Generation Z in the workplace, which came out to be; according to the study, 68.6% values career opportunities, 64.3% values compensation package, and 60% value work environment as the top 3 factors which value the most to Generation Z. Gen Z prefer the most to get monthly feedback from their manager and least to get yearly feedback from their manager. They mostly prefer face to face mode of communication in the workplace and least prefer text messages. The most preferred mode of working of Gen Z is hybrid working and the least is work from home. 68.5% of the applicants agree that

they want managers to inform them about their goals so that they can manage their work accordingly. 85.6% of the applicants want to feel a sense of ownership in the workplace. 55.6% of the applicants want to have freedom of decision-making in the workplace. 54.2% of the applicants agree that rather than conducting a meeting with a predefined time and agenda, they prefer to meet their colleagues as the need arises, whereas 25.7% are neutral and 19.9% disagree. 77.1% of the applicants want to have their roles and job titles evolve regularly, and 52.7% of the applicants agree to work in an environment where there is flexibility in forming a team also; at the same time, it can be disbanded quickly depending on the situation.

#### **A) Recommendations**

As the main aim of the study was to know about what Generation Z values the most in an organization, based on the results the recommendations are for HR professionals, business leaders, employers, etc. These people attract, retain and hire more employees in an organization. Based on the results, some recommendations are given below,

- HR professionals should create a proper career path for Generation Z and should promote this strategy to retain and attract Generation Z in the workplace.
- Organizations should provide a wide range of career opportunities for employees.
- With good career opportunities organizations should provide good compensation packages as it can be a great setting point for Generation Z.
- The work environment is one of the most valued factors of Generation Z at the workplace; therefore, organizations should try to have the best work environment.

#### **B) Limitations**

- The study was limited to one of the MBA colleges with some other friends and cousins.
- Therefore, it was not possible to collect more information to justify the exact conditions.
- The sample size is 70 Generation Z people only, as most of the students were not interested in filling out the questionnaire.

### **V. CONCLUSION**

To conclude the report titled “Understanding Generation Z as a Future Workforce: Their Perspective on Global Trends in Organizational Design”. It has both positive and negative responses from the applicants. The study helped to determine various factors about what values the most to Generation Z, their expectations from employers and their perspectives on global trends of organizational design. People who work in the organization are the sole reason for any success in the organization. Without positive and creative contributions from employees, an organization can never succeed. In order to succeed, the organization should meet the current and future requirements of Generation Z. Therefore, a questionnaire was circulated to which 70 respondents answered, and the sample group were people who have already entered into the organization or are college students who are soon going to enter the organization. According to the study top 3 factors which valued the most by Generation Z in the workplace are career opportunities, compensation package and work environment; respectively, at the same time, they want feedback from their managers on a monthly basis and prefer face-to-face communication in the workplace. To conclude, we can say that the study helped to understand the mindset of Generation Z, who are going to be the future workforce of the organization also provided some recommendations to the HR professionals on how to retain and attract Generation Z.

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