



NATIONAL RESEARCH STUDY **KEY** **FINDINGS**

Prepared For: **IFMA**



THE CENTER FOR GENERATIONAL KINETICS

- #1 Generational research, consulting, and keynote speaking firm
- Over 100 clients per year, spanning almost every major industry, with research led on four continents
- Separating myth from truth when it comes to Gen Z, Millennials, and generations as customers, employees, and trendsetters
- CGK's work has been featured on hundreds of media outlets



FORTUNE



WALL STREET JOURNAL





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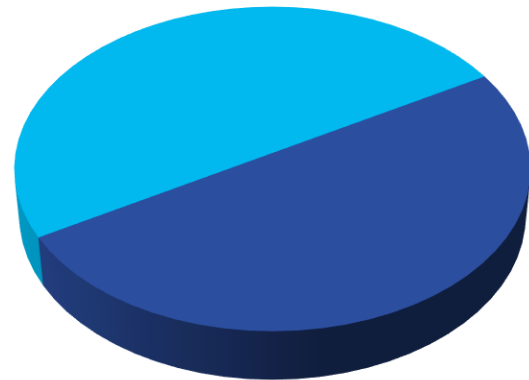
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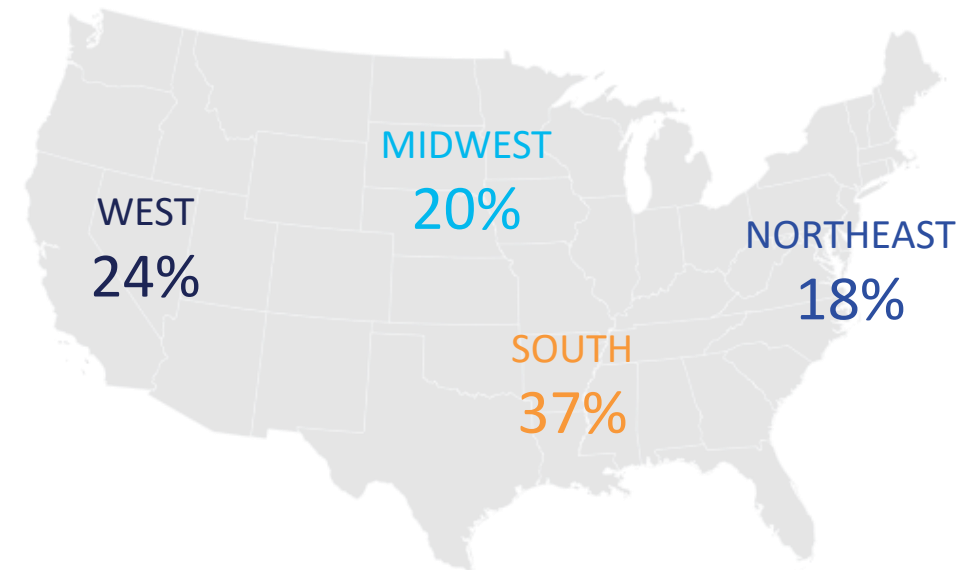
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EMPLOYED U.S. PARTICIPANTS



50% GEN Z
(18-24)

50% MILLENNIALS
(25-43)



MALE

50%



50%



FEMALE



WORK CULTURE EXPECTATIONS AND DRIVERS IN A DISTANCED WORKFORCE

Generations and gender diverge on their preferred type of workplace culture

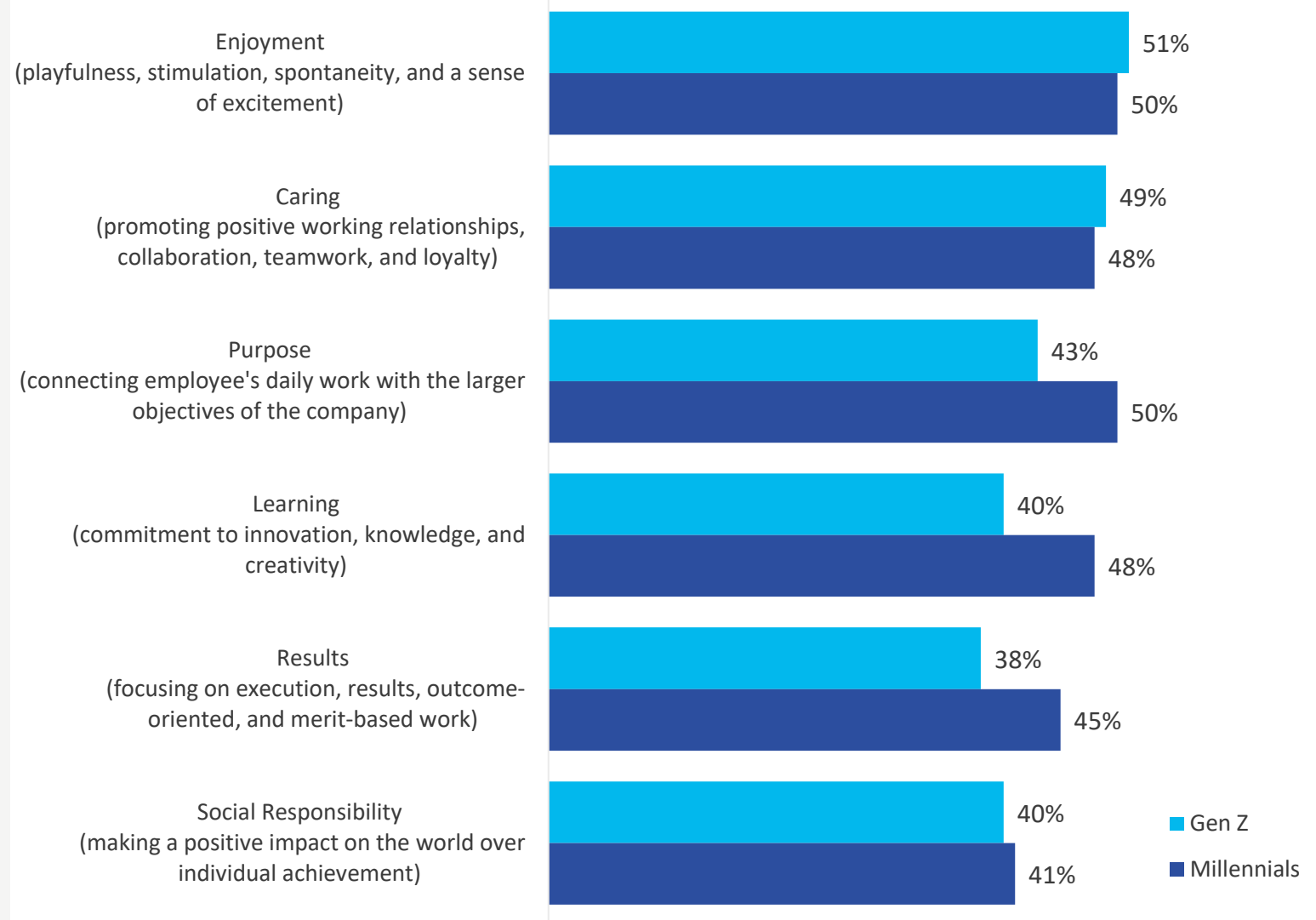
Gen Z prefers a workplace culture that is more fun, playful, and caring, while Millennials are much more likely to be drawn toward purpose, learning, and results-oriented cultures at work.

WOW STAT!

Women are **14%** more likely than men to prefer a **Caring** workplace culture while **men** are **9%** more likely than women to prefer a **Results-driven** workplace culture.

MOST APPEALING TYPE OF WORKPLACE CULTURE

(RANKED #1/#2/#3)



Q1. What type of workplace culture is the most appealing to you? Rank your top three.

Although many factors are important to overall job happiness, *salary, growth, and workplace culture* rank the highest among Gen Z and Millennial workers

Millennials average 4% higher importance on every factor influencing their overall happiness at a job compared to Gen Z.

IMPORTANCE OF EACH TO OVERALL JOB HAPPINESS

(TOP TWO BOX; VERY IMPORTANT AND IMPORTANT)

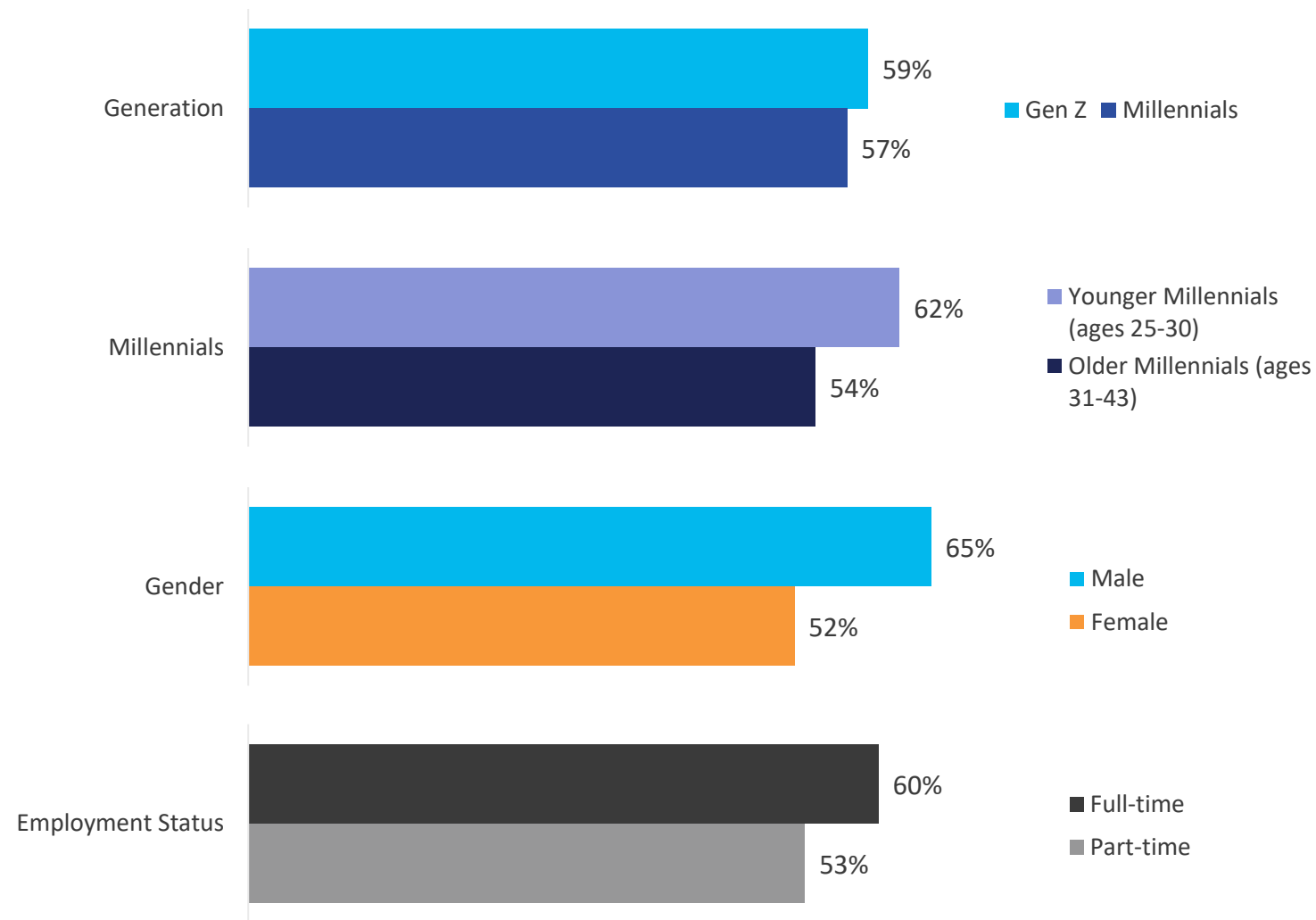


Q3. How important is each factor to your overall happiness at a job? *Select one for each row.*

Across each major characteristic, workplace culture is viewed as more important since the start of COVID-19

This is even higher with younger Millennials, males, and full-time employees.

SAY WORKPLACE CULTURE IS MORE IMPORTANT SINCE THE START OF COVID-19 (TOP TWO BOX; MORE IMPORTANT AND MUCH MORE IMPORTANT)



Q4. How has the importance of workplace culture changed for you since the start of the COVID-19 pandemic? *Select one.*

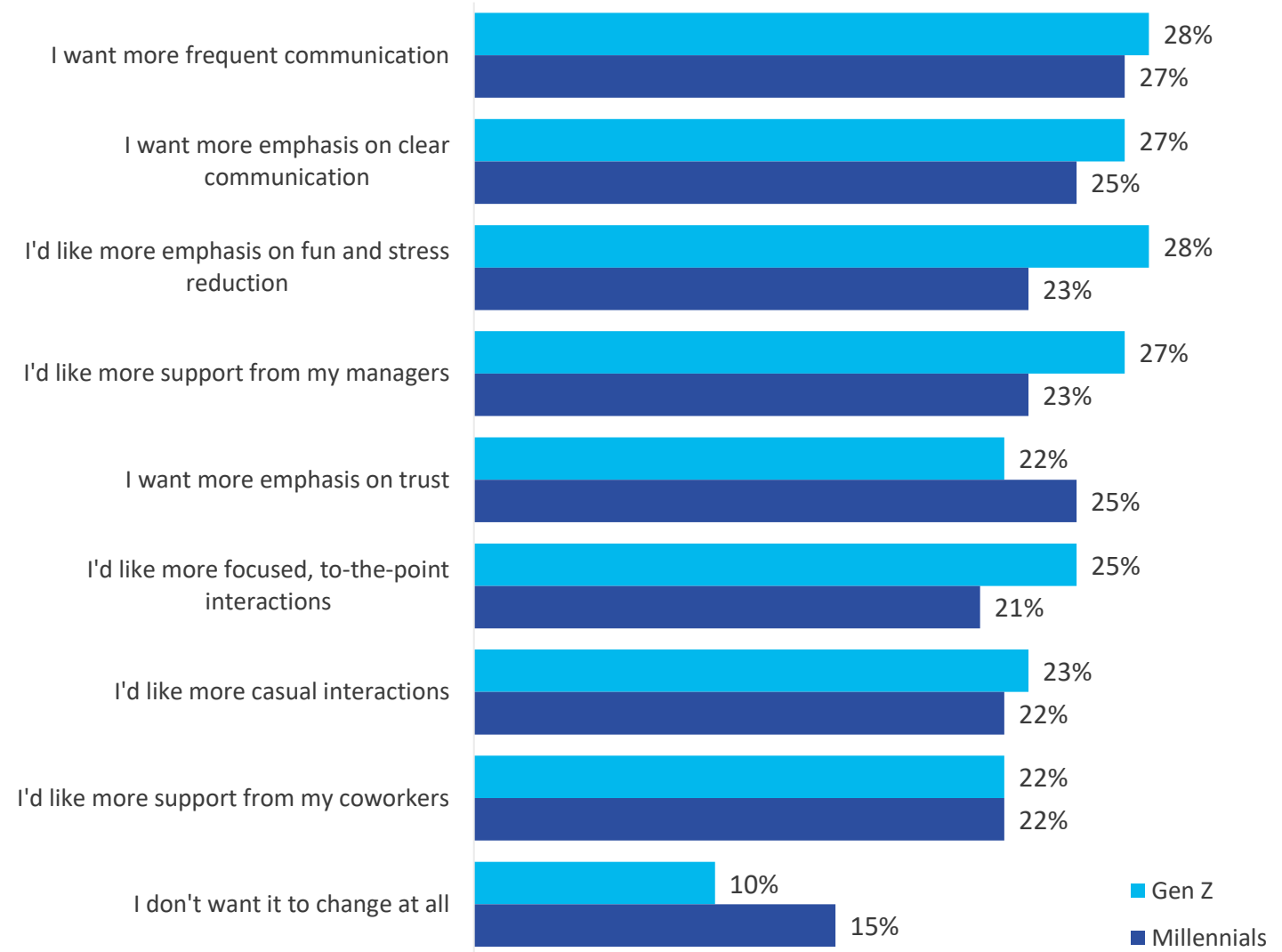
Young workers want a culture that features frequent and clear communication during COVID-19

Gen Z, much more than Millennials, want their workplace to be more stress free, receive more support from their managers, and have more focused interactions.

WOW STAT!

66% of Gen Z and Millennial workers say **finding a good job is more difficult** now than ever before.

HOW DO YOU WANT WORKPLACE CULTURE TO CHANGE DURING COVID-19?



Q5. How would you most like workplace culture to change now that we are experiencing the COVID-19 pandemic? *Select one for each row.*



SOURCING THE “RIGHT” JOB CANDIDATE

Job search websites and search engines are the most likely job search methods during COVID-19

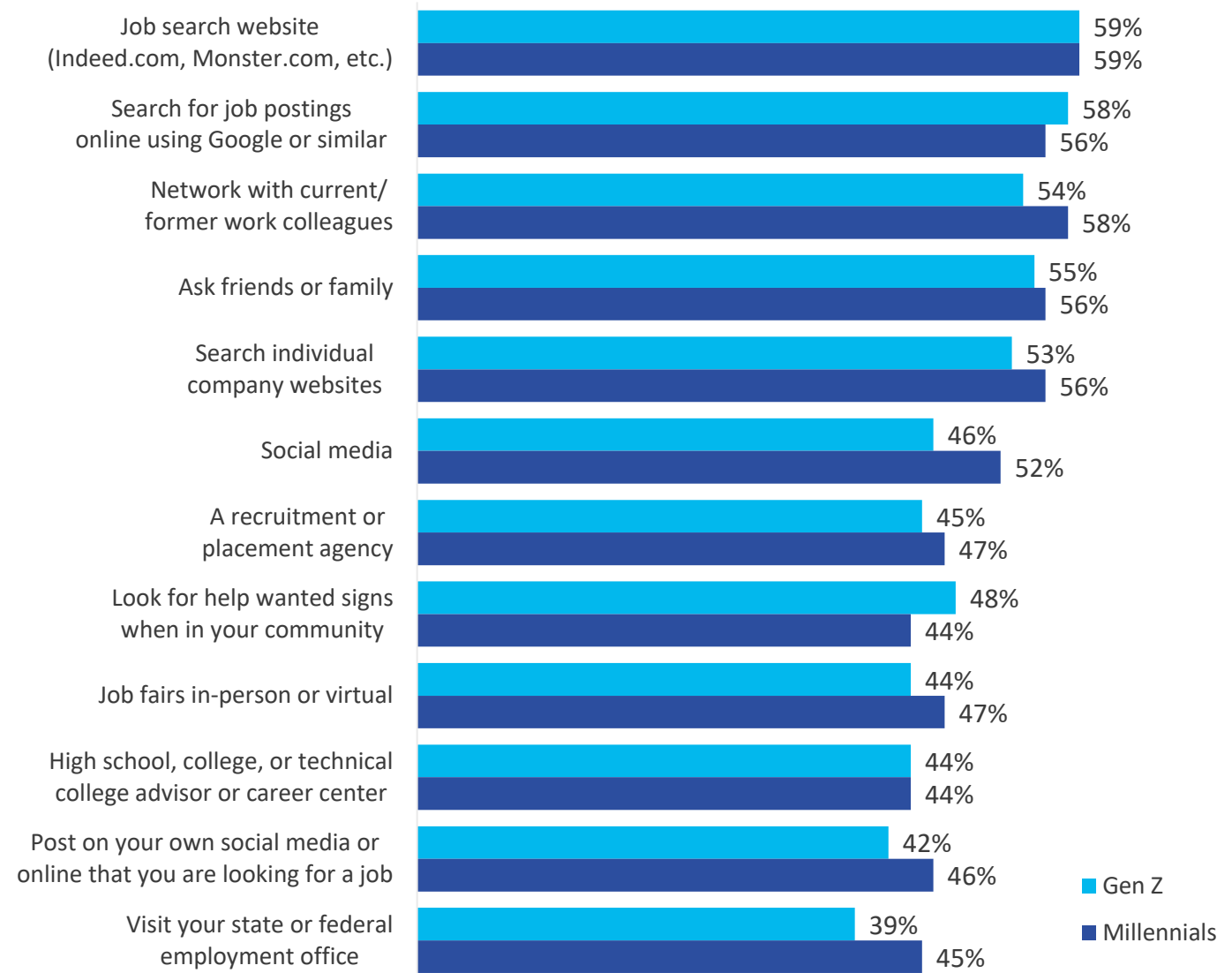
Networking with colleagues, asking friends and family, and searching company websites are also popular job search methods.

WOW STAT!

Men average **8% higher** likelihood of using **every job search method** to search for available jobs during the COVID-19 pandemic compared to women.

LIKELY TO USE EACH TO SEARCH FOR JOBS DURING COVID-19

(TOP TWO BOX; LIKELY AND VERY LIKELY)



Q7. How likely would you be to use each of the following methods to search for available jobs during the COVID-19 pandemic? *Select one for each row.*

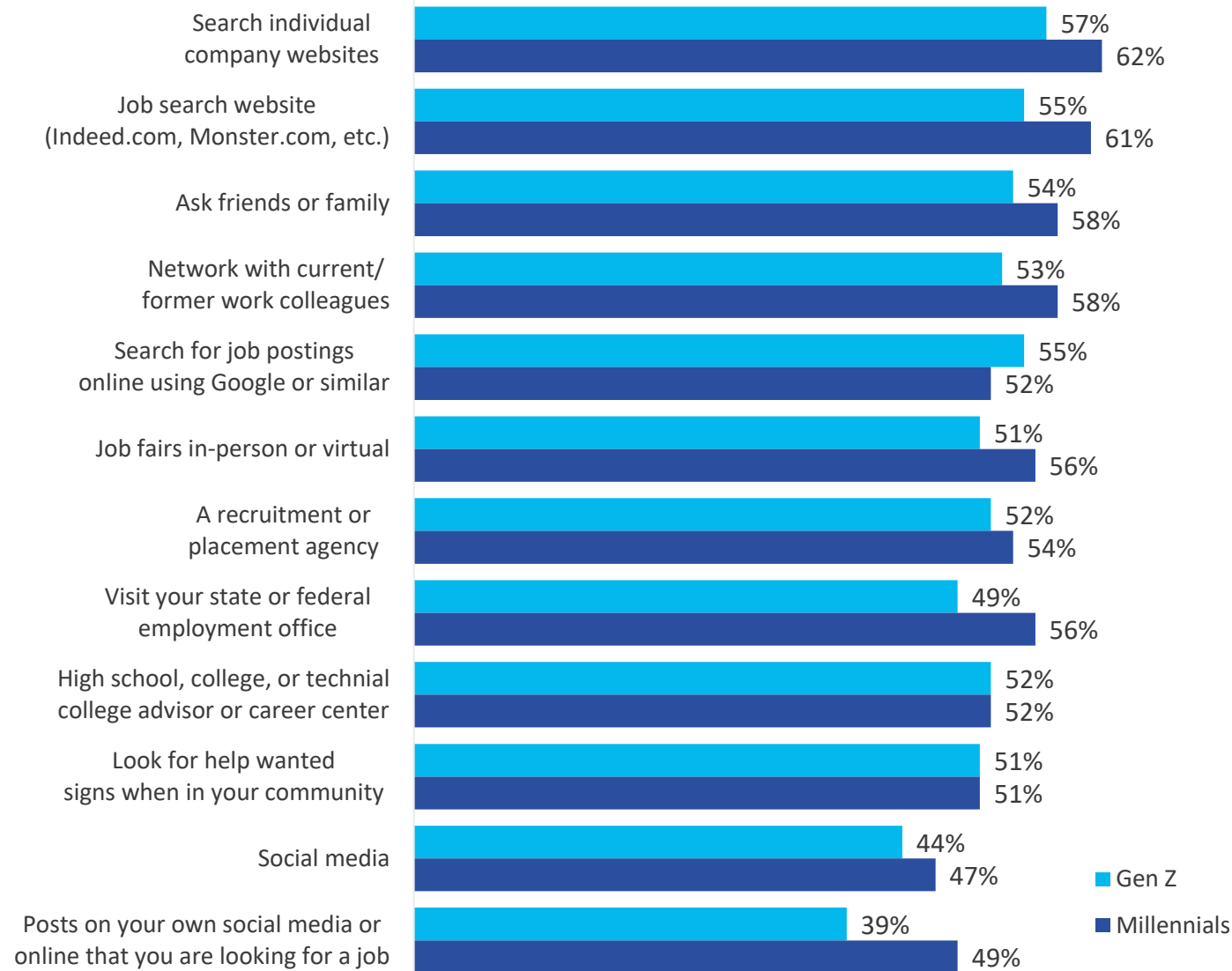
Gen Z and Millennials trust company websites, job search sites, and friends and family above all else when searching for jobs

Millennials average 4% higher trust across all job search methods compared to Gen Z.

WOW STAT!

Men average **7% higher** trust across **every job search method** compared to women.

TRUST EACH JOB SEARCH METHOD (TOP TWO BOX; TRUSTWORTHY AND VERY TRUSTWORTHY)



Q8. How trustworthy are each of the following job search methods to you?
Select one for each row.

Facebook and YouTube are the social media platforms most likely to be used to search for available jobs during COVID-19

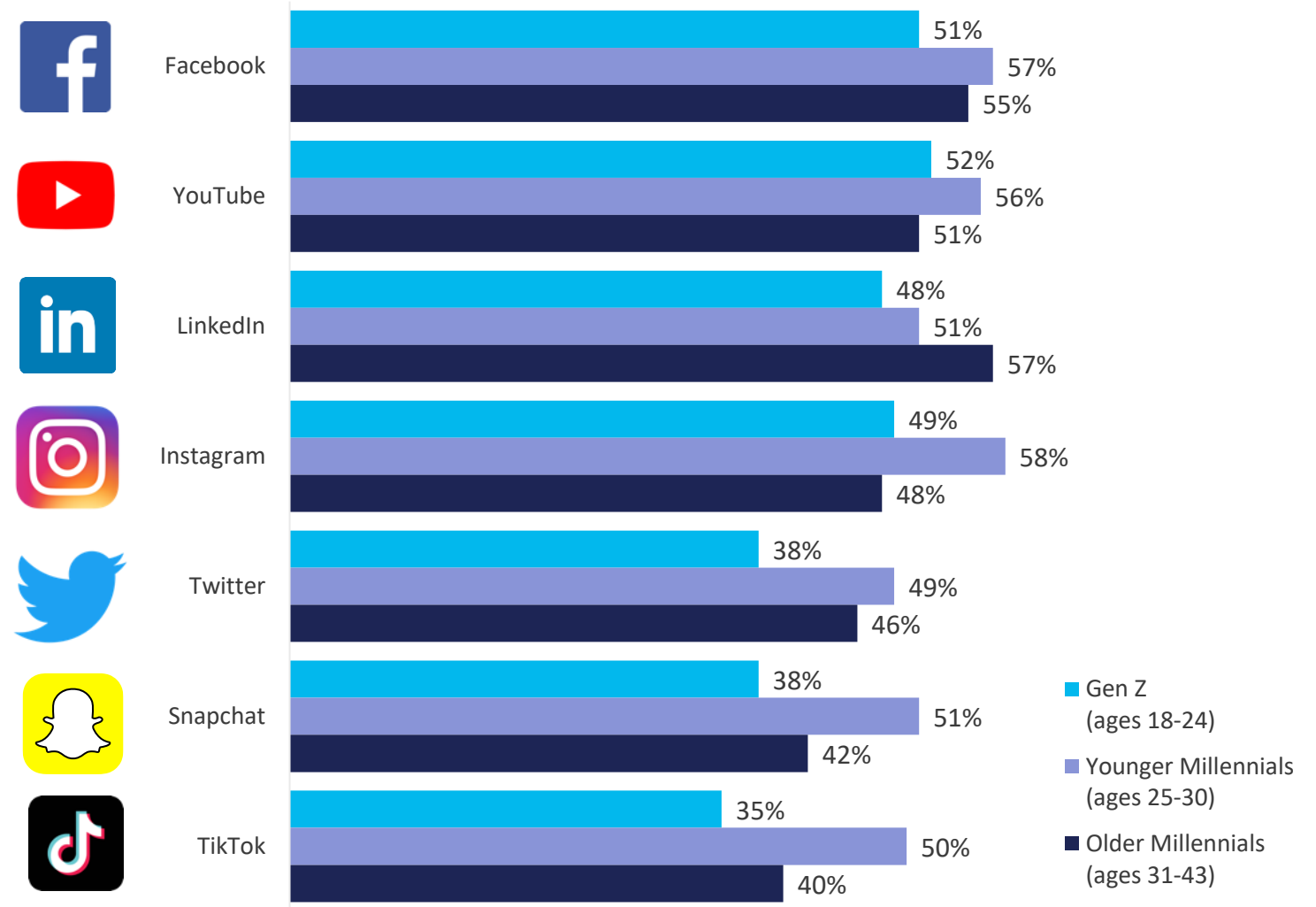
This is especially true for younger Millennials who are the most likely to use 6 out of 7 social media platforms to search for jobs during COVID-19.

WOW STAT!

Men average **12% higher** likelihood of using **every social media platform** to research available jobs during the COVID-19 pandemic compared to women.

LIKELIHOOD OF USING EACH SOCIAL MEDIA PLATFORM TO RESEARCH AVAILABLE JOBS DURING COVID-19

(INCLUDES NEUTRAL, LIKELY, OR VERY LIKELY TO USE SOCIAL MEDIA FROM Q7; N=802)

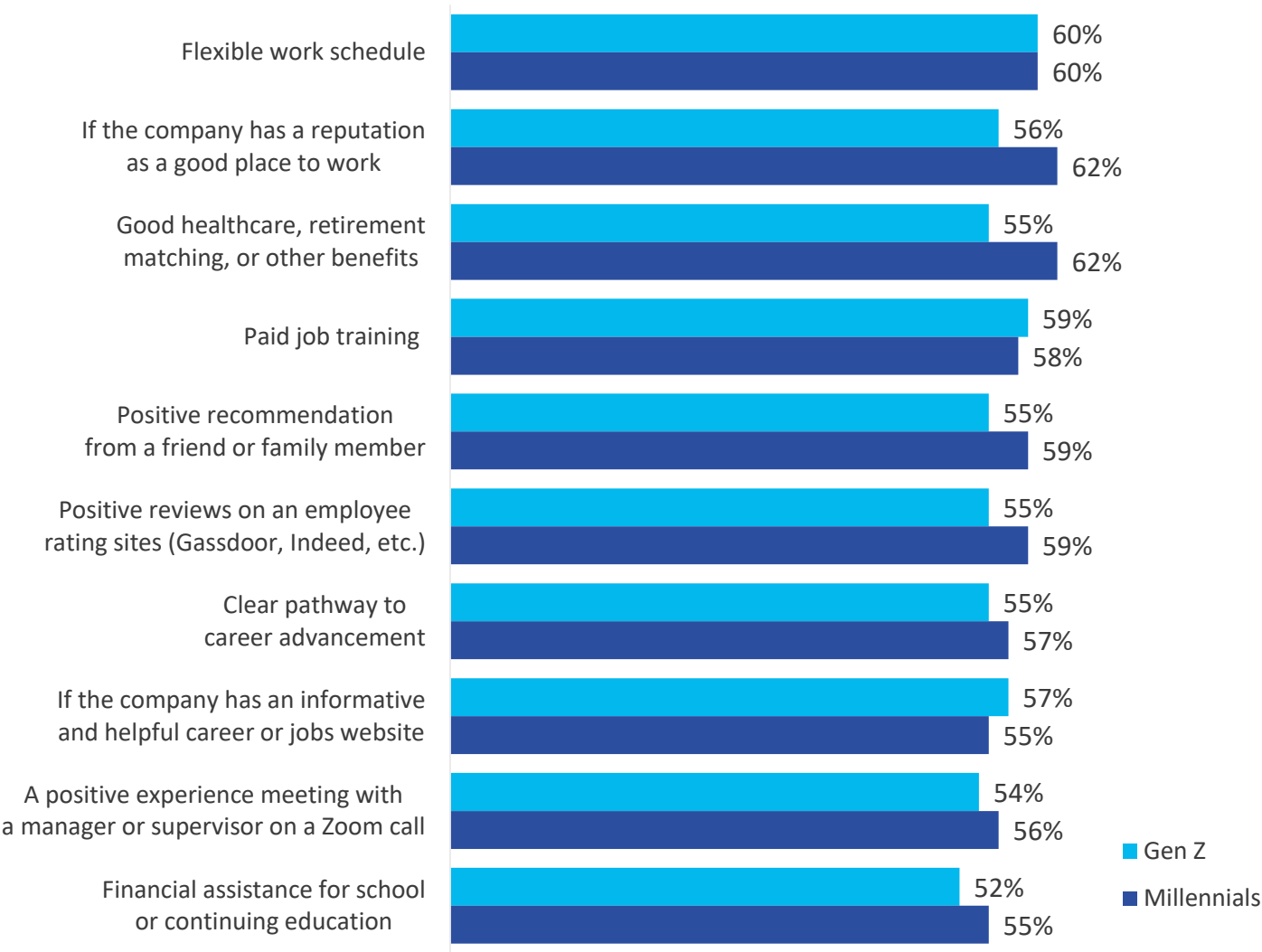


Q9. How likely would you be to use each of the following social media platforms to research available jobs during the COVID-19 pandemic? *Select one for each row.*

Flexible work scheduling options are a must for Gen Z and Millennials to apply for a job during COVID-19

Millennials are influenced 6% more than Gen Z to apply for a job with a company that has a good reputation and 7% more for a company that has good healthcare, retirement matching, or other benefits.

HOW MUCH WOULD EACH INFLUENCE YOU TO APPLY FOR A JOB DURING COVID-19
(TOP 10 OF 14; TOP TWO BOX; WOULD INFLUENCE AND WOULD HIGHLY INFLUENCE)



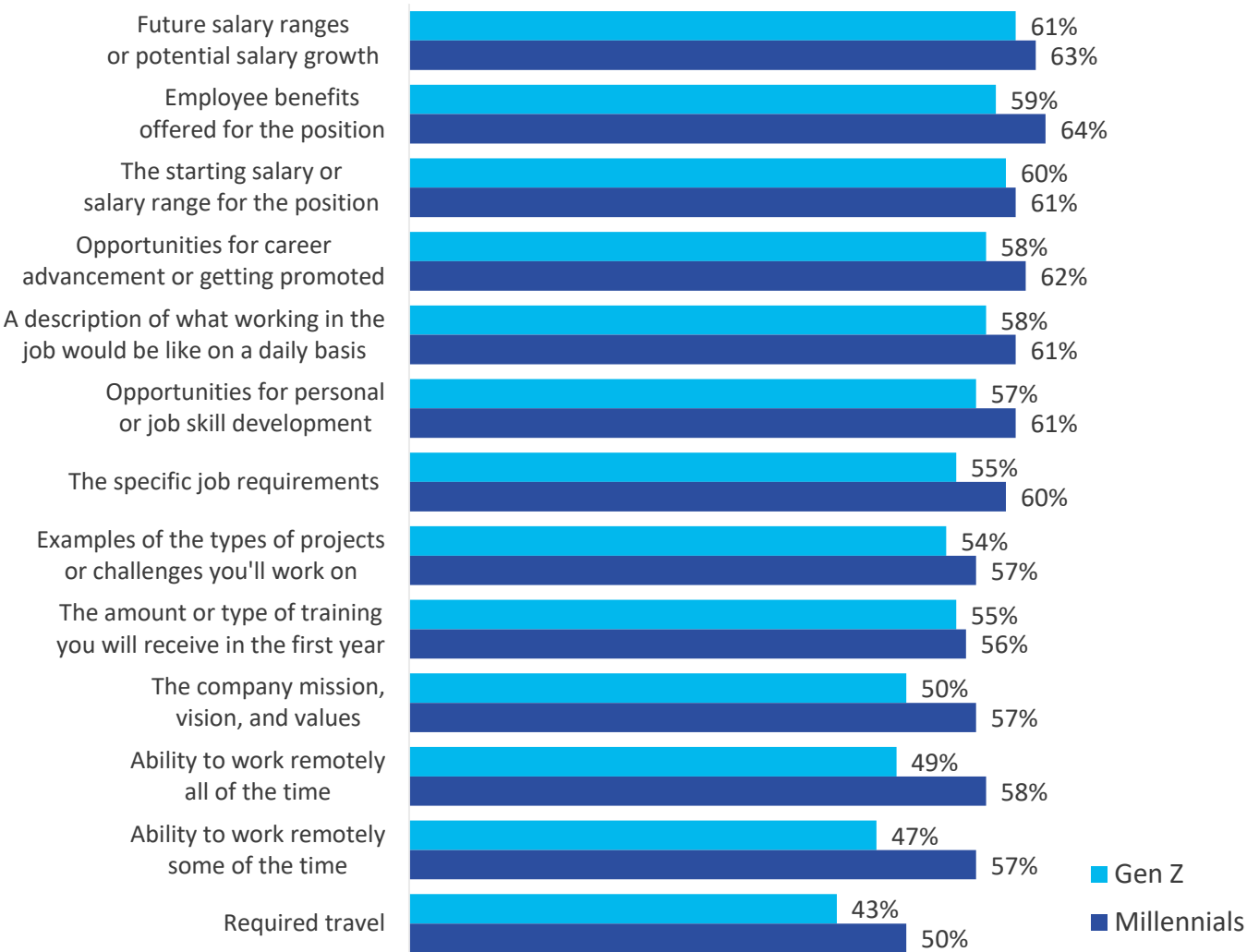
Q11. How much would each of the following factors influence you to apply for a new job during the COVID-19 pandemic? Select one for each row.

Listing salary ranges, salary potential, and employee benefits on a job posting will most influence Gen Z and Millennials to apply for a job during COVID-19

Millennials are influenced 10% more than Gen Z to apply for a job with a posting that includes the ability to work remotely some of the time, and 9% more if it includes the ability to work remotely all of the time.

HOW MUCH WOULD EACH WRITTEN COMPONENT OF A JOB POSTING INFLUENCE YOU TO APPLY FOR A JOB DURING COVID-19?

(TOTAL; TOP TWO BOX; MAKE ME WANT TO APPLY AND ABSOLUTELY MAKE ME WANT TO APPLY)

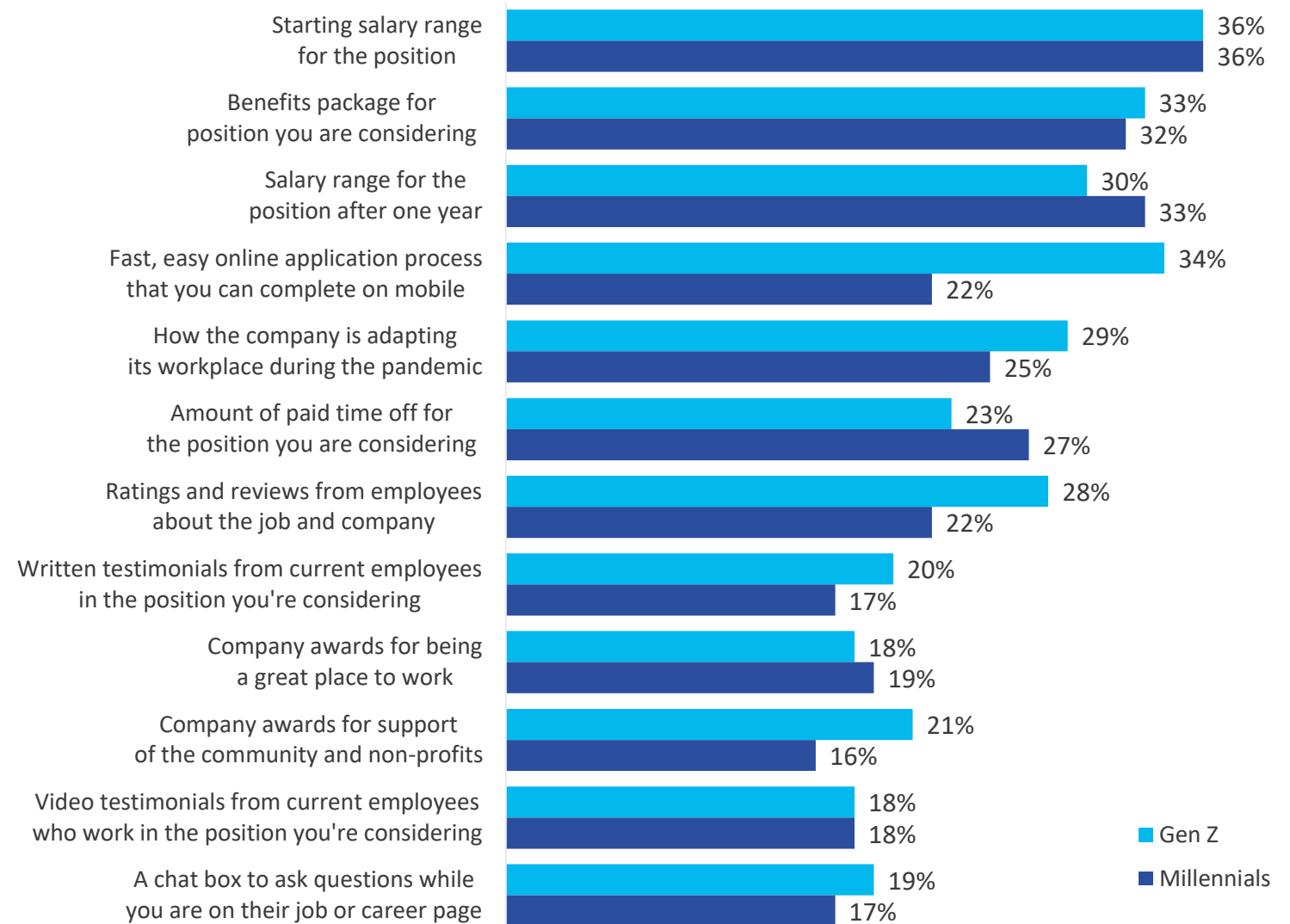


Q12. How much would each of the following written components of a company’s job posting affect your likelihood of applying for a new job during the COVID-19 pandemic? *Select one for each row.*

Approximately 1/3 of Gen Z and Millennials agree that companies absolutely need to have starting salary ranges and benefits packages listed on their website in order for them to apply for a job during COVID-19

Gen Z are 12% more likely than Millennials to apply for a job if the application process is fast, easy, and can be completed on their phones.

WHAT DOES A COMPANY'S WEBSITE ABSOLUTELY NEED TO HAVE IN ORDER FOR YOU TO APPLY FOR A JOB DURING COVID-19?



Q13. Which of the following features does a company absolutely need to have on their website in order for you to apply for a job during COVID-19 pandemic? *Select all that apply.*

A photograph of a smiling male chef in a white shirt and black apron, standing in a restaurant kitchen. In the background, another chef is visible, and there are various kitchen items and food on the counter.

WORKPLACE EXPECTATIONS AND PERFORMANCE DRIVERS

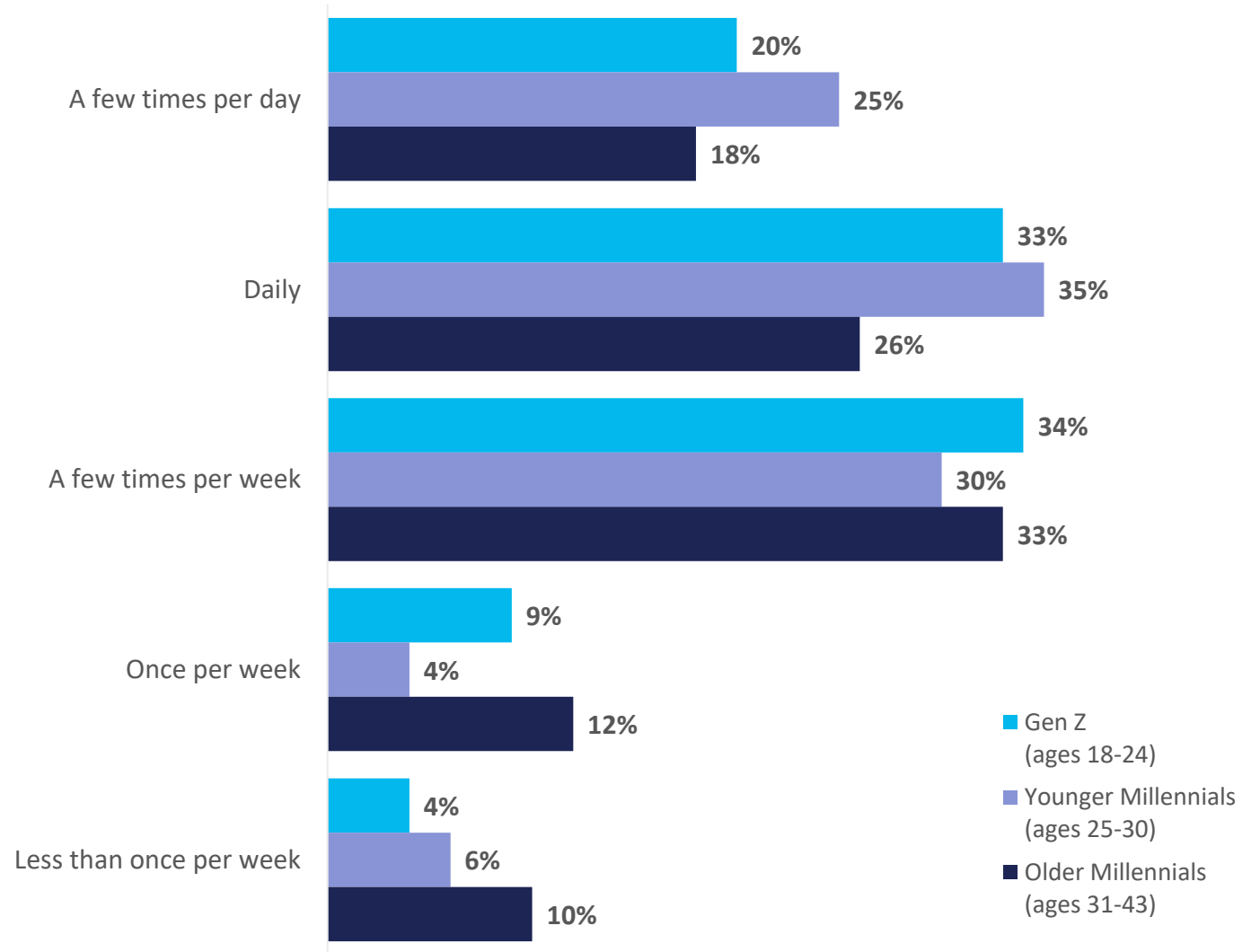
2/3 of young workers want to communicate with their manager daily or a few times a week

Gen Z and younger Millennials prefer to communicate more frequently than older Millennials.

WOW STAT!

61% of Gen Z and Millennial workers say the **quality of communication** with coworkers and managers has *increased* since the start of this pandemic.

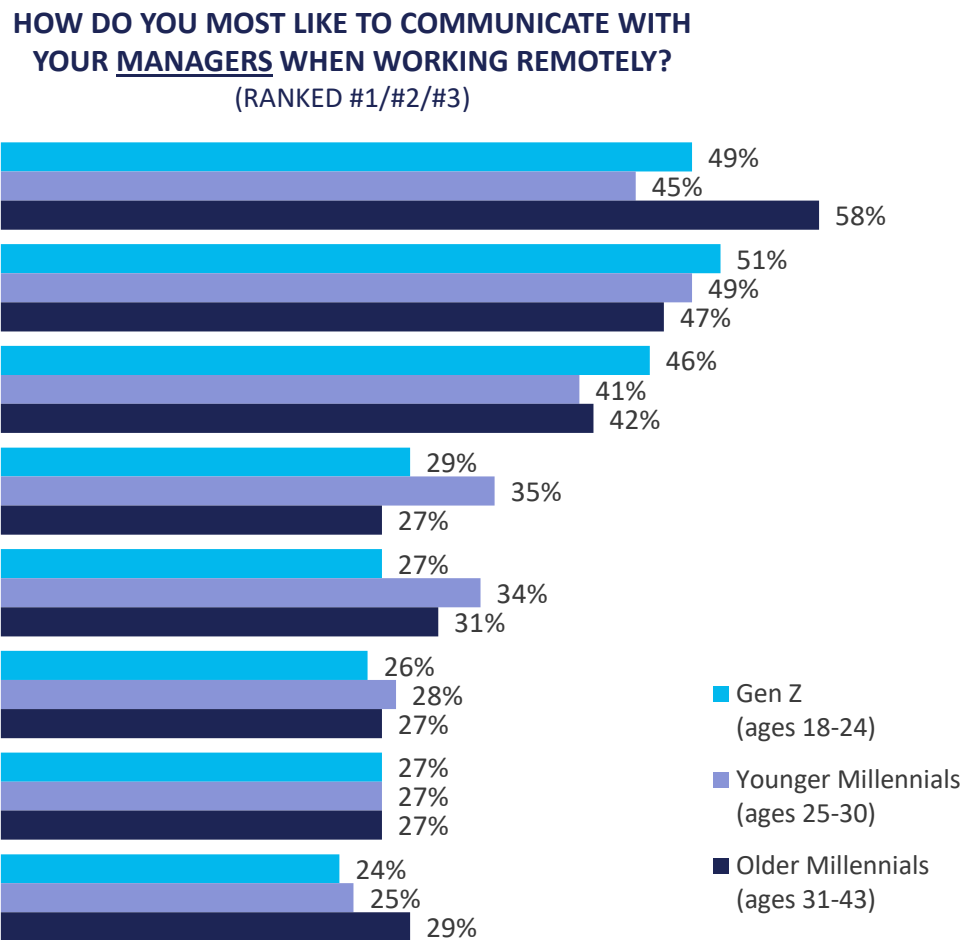
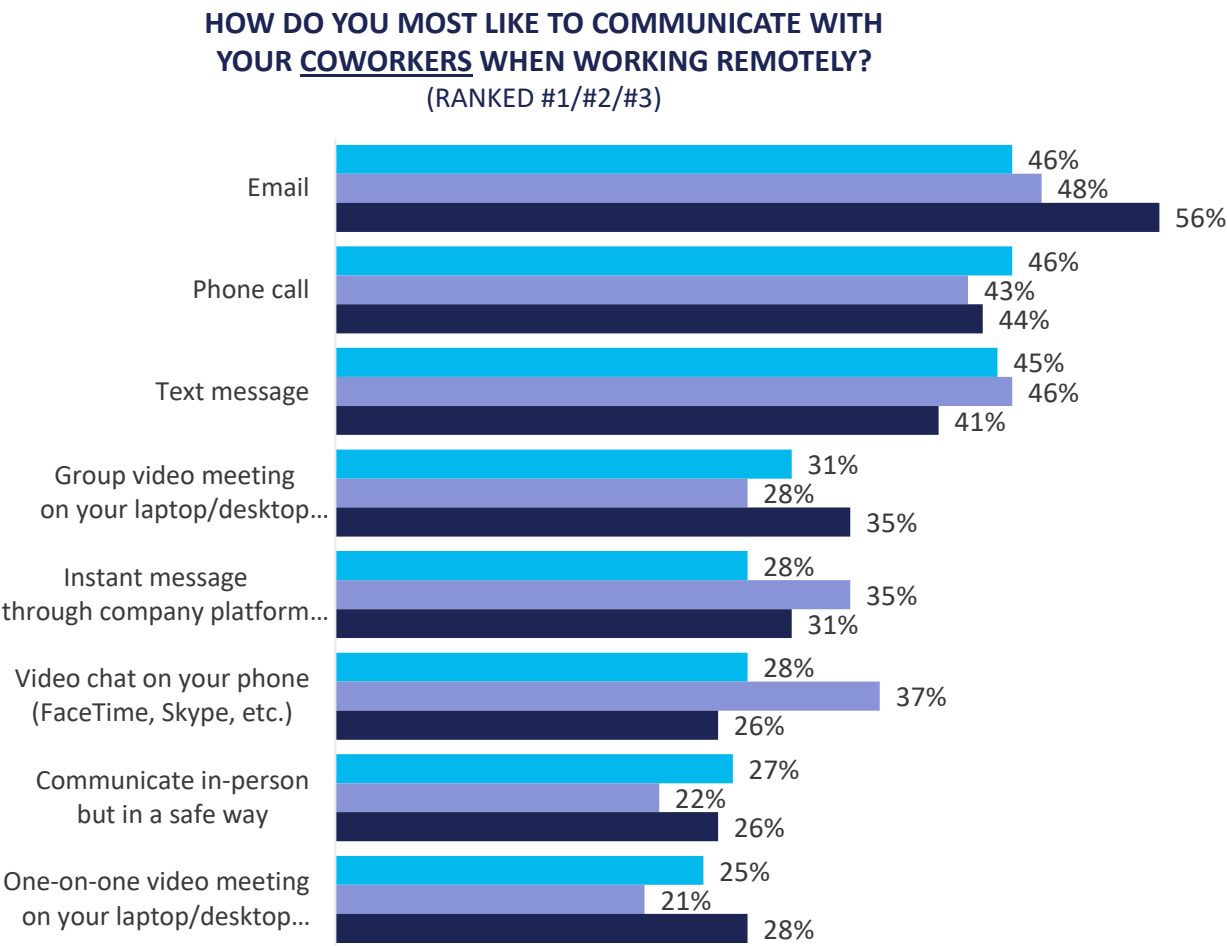
HOW OFTEN WOULD YOU WANT TO COMMUNICATE WITH YOUR MANAGER WHILE WORKING REMOTELY?



Q14. While dealing with a distanced workforce and remote working during this pandemic, how often would you want to communicate with your manager or supervisor? *Select one.*

Email, phone, and text are the most preferred communication methods both for coworkers and managers

Women are 8% more likely than men to prefer to communicate with their coworkers via email when working remotely during the pandemic.



Generations and gender vary on their preferred management style while working remotely

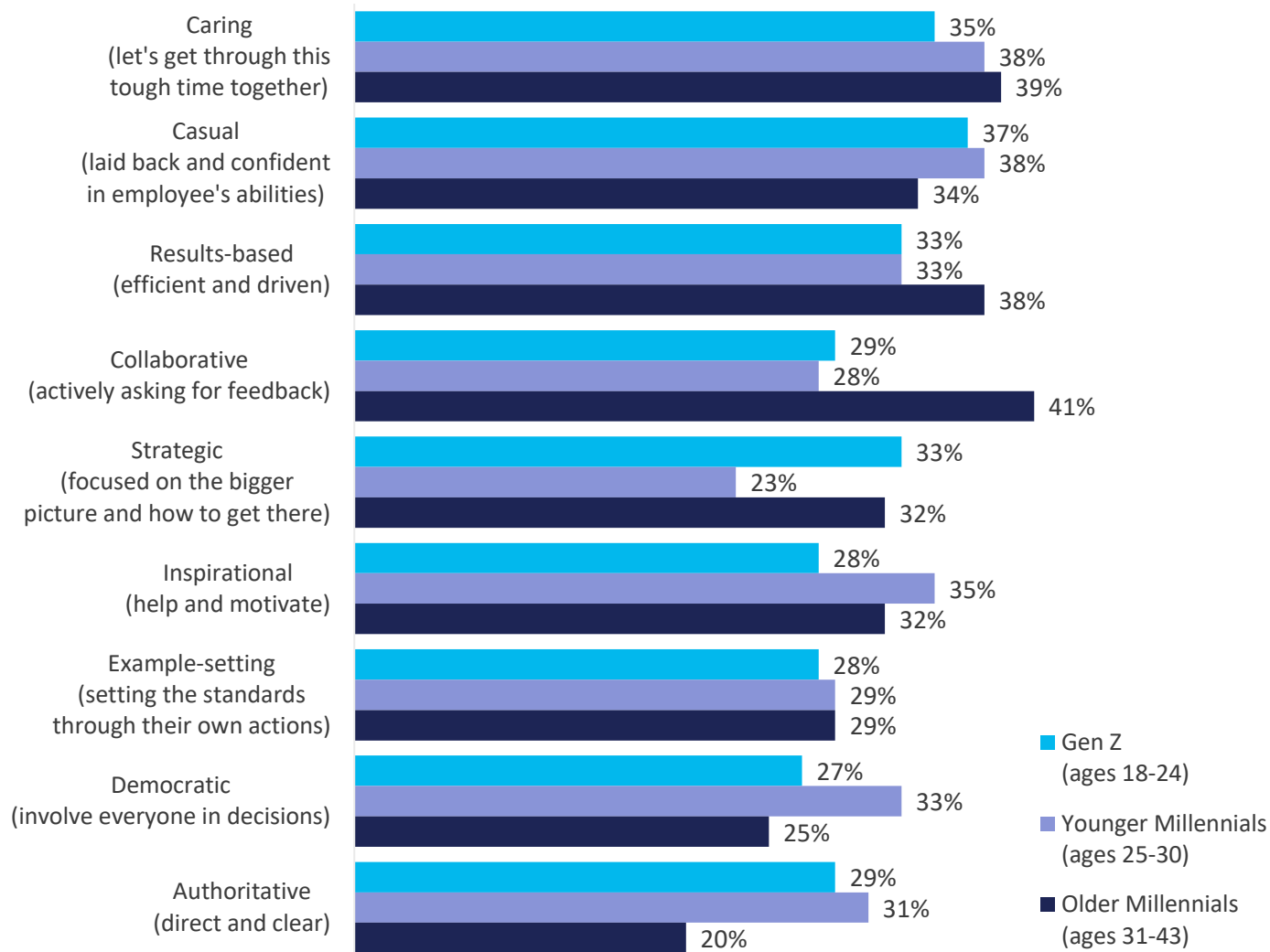
Older Millennials find a collaborative management style the most appealing, while Gen Z and younger Millennials prefer a casual management style.

WOW STAT!

Women are **8%** more likely than men to prefer a **Caring** management style while **men** are **5%** more likely than women to prefer a **Strategic** management style.

WHICH MANAGEMENT STYLE DO YOU FIND MOST APPEALING WHEN WORKING REMOTELY?

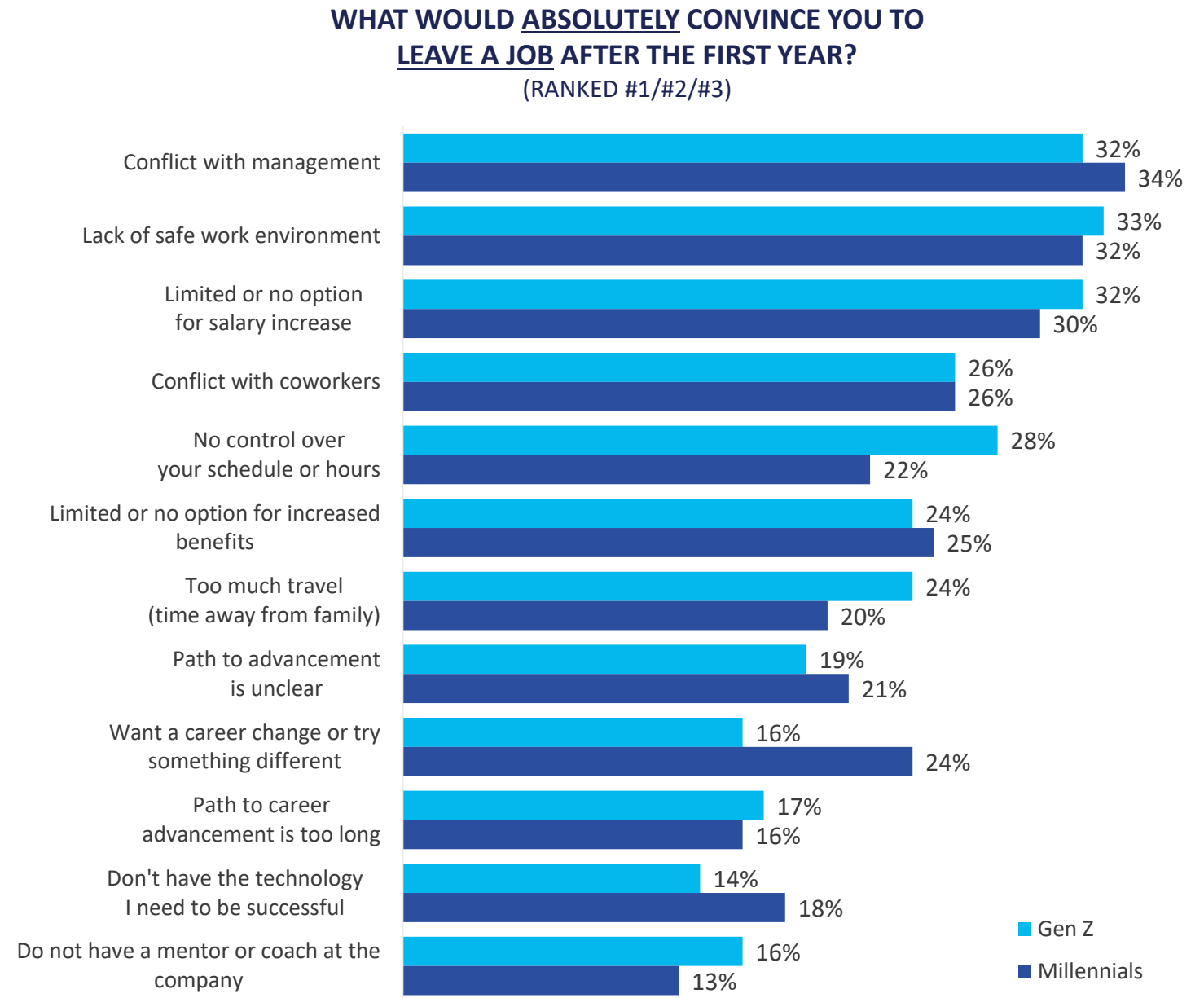
(RANKED #1/#2/#3)



Q17. While transitioning between remote working and a distanced workforce during this pandemic, which of the following management styles at work do you find most appealing? Rank your top three.

Conflict with management,
unsafe working conditions,
and no option for salary
increase would most convince
young workers to leave a job
after the first year

Gen Z are more intolerant of staying at a job that
doesn't allow them to control their schedule or
hours compared to Millennials, and Millennials
are more likely than Gen Z to leave a job to
pursue a career change.

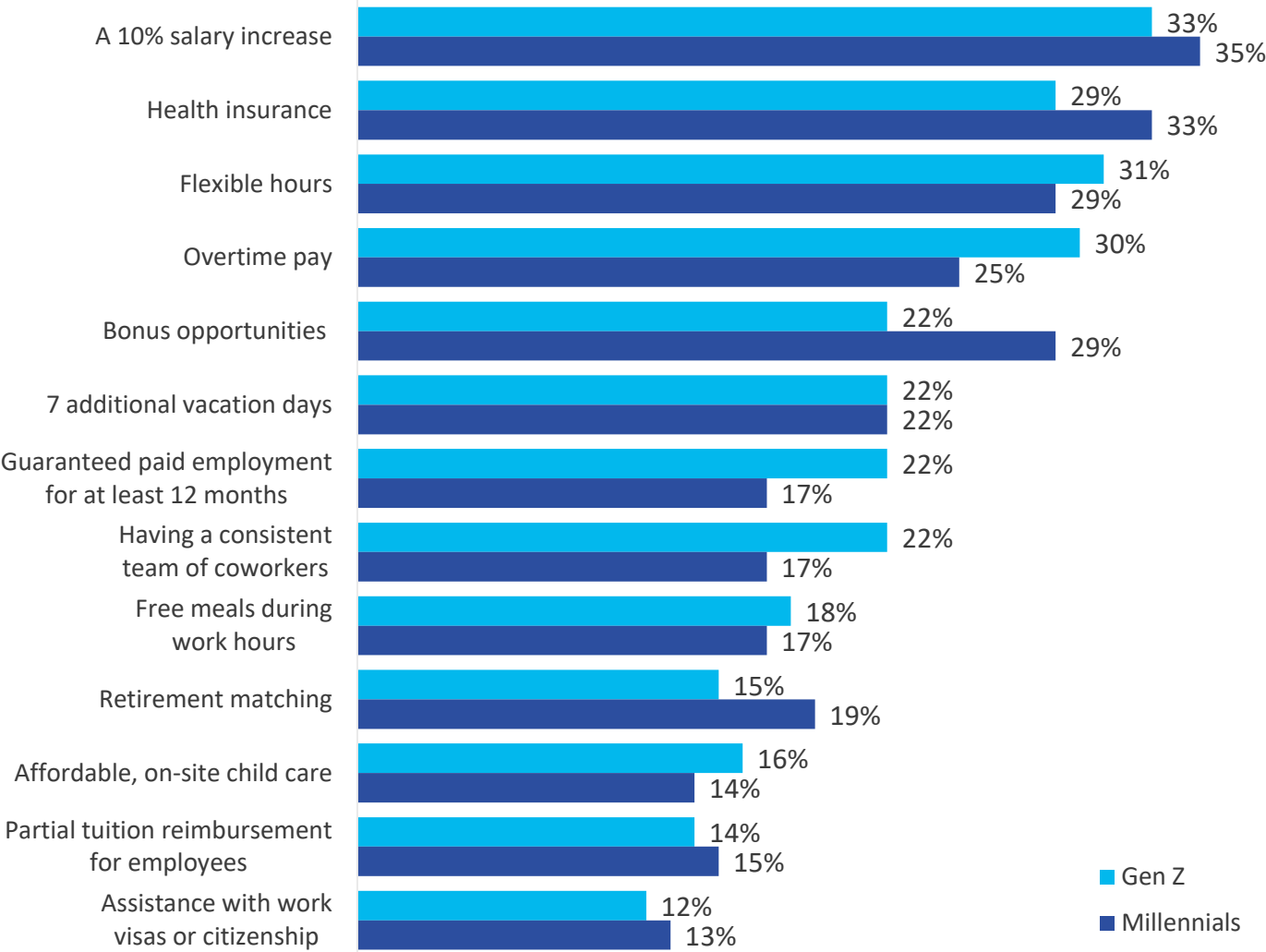


Q23. What do you think would absolutely convince you to leave a job after one year? Rank your top three.

A 10% salary increase, health insurance, and flexible hours would absolutely convince younger workers to stay at a job after the first year

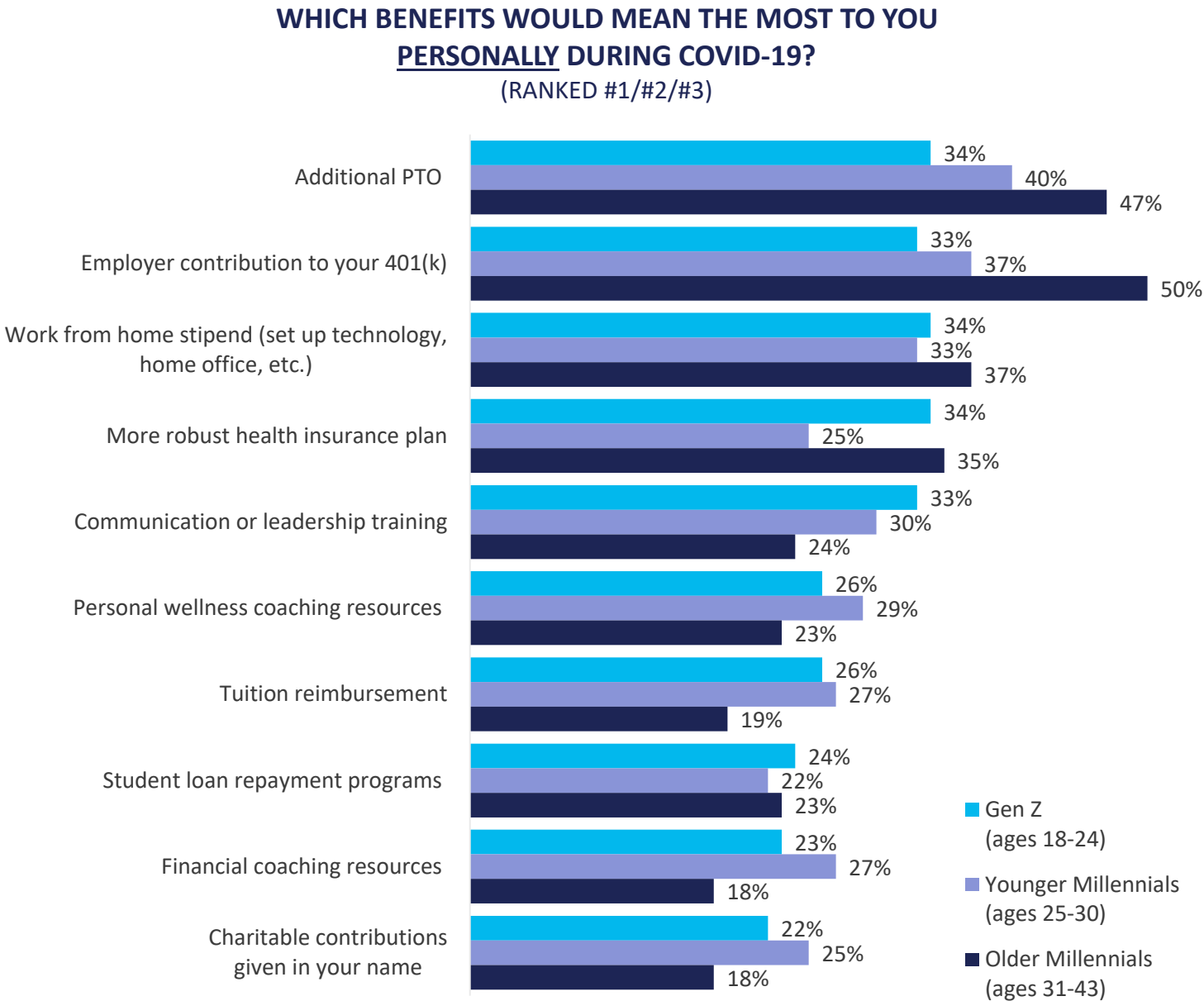
Millennials are more influenced than Gen Z to stay at a job after a year with a salary increase and health insurance, while Gen Z are more convinced than Millennials to stay with flexible hours and overtime pay.

WHICH BENEFITS WOULD ABSOLUTELY CONVINCE YOU TO STAY AT A JOB AFTER THE FIRST YEAR?
(RANKED #1/#2/#3)



Additional PTO, 401(k) contributions, and a work from home stipend are the benefits that would mean the most to young workers personally during COVID-19

This is especially true for older Millennials compared to younger Millennials and Gen Z.



Q22. Which of the following workplace benefits or perks provided by your employer would mean the most to you personally during the COVID-19 pandemic? Rank your top three.

Thank You!



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