



Research Paper

Leading Gen Z in the Modern Workplace: Matching Values with Employer Branding

Dr. Chandrakant Verma, *N.L. Dalmia Institute of Management Studies, and Research*

Dr. Yesha Mehta, *Thakur Institute of Management Studies and Research, Mumbai*

Ms. Jhanavhi, *N.L. Dalmia Institute of Management Studies, and Research*

Abstract

In the context of today's professional environment, this study investigates how Generation Z (Gen Z) views employer branding and workplace values and what matters to them. Gen Z, or Generation Z, is a demographic cluster with distinctive life experiences and different perspectives moulded by digital nativity. They were born amid the mid-1990s and beginning of 2010s. To understand Gen Z's perspectives on workplace branding and values alignment, data from 80 respondents is examined using a mixed-methods approach that includes qualitative interviews and quantitative questionnaires. Results show that employees value meaningful work experiences more than monetary compensation, highlighting the significance of business authenticity and values alignment in luring and keeping Gen Z talent. By shedding light on the changing dynamics of employer branding and worker preferences in the Gen Z era, the study enhances the body of knowledge previously available and offers suitable recommendations for companies looking to successfully engage and develop this new talent pool.

Keywords: *Gen Z, employer branding, workplace values, workplace perceptions, workplace preferences, workforce dynamics*

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I. Introduction

Gen Z, defined as those born between the middle of the 1990s and the start of the 2010s, is a generation with distinct views on life and the workplace and a strong foundation in digital technology. Often called "I Gen," "post-Millennials," or "Gen Zeers," this generation represents a significant shift in the makeup of the world's workforce. By 2025, Gen Z workers will make up one-third of the world workforce, according to projections from the World Economic Forum. Therefore, in order for businesses to remain competitive, it is imperative that they understand their values, preferences, and expectations. The impact of Gen Z on workplace dynamics is most noticeable in India, where they make up about 27% of the population overall and 18% of the labor force (Syal, 2021).

Gen z's were raised in the wake of the Great Recession, so their work methods and goals offer a different picture than the pragmatism and risk aversion that first emerged. Although income is still a major factor, this generation values personal fulfillment, meaningful job experiences, and genuine employers (Islamiaty, 2022; Roy, 2022). They look for jobs that support their ideals and provide room for advancement (Melander, 2021). Additionally, in order to increase productivity and effectiveness, organizations seek to cultivate a high-performing culture among their motivated workforce (Varma, 2012). It is anticipated that Gen Z will seek greater personalization and authenticity from their companies as their careers develop (Syal, 2021).

In order to satisfy the changing demands of this dynamic workforce, firms must thus quickly adapt. They should place a strong emphasis on effective leadership, training initiatives, and a sincere dedication to diversity and inclusion (Parvin, 2021), as well as workplace development and engagement (Varma and Chavan, 2021). With regard to Generation Z, the corpus of research now in publication offers important insights into a number of workplace dynamics and employer branding topics.

Scholars like Pandita (2021), Shahab (2021), and Lathabhavan (2022) have investigated novel approaches to talent management, the function of digital businesses in attaining the sustainability of human capital, and the connection between psychological capital and anxiety in job seekers belonging to Generation Z,

respectively. Furthermore, research conducted by EY (2022) and Deloitte (2023) has examined wider themes impacting Gen Z's job environment, such as self-employment, advancement in the workplace, and obstacles. When taken as a whole, these studies expand our understanding of the intricate relationships between corporate branding, Gen Z preferences and behaviors, and workplace dynamics. Businesses trying to draw in and keep this fresh talent will find this information useful.

II. Literature Review

The existing literature provides meaningful perceptions into several sides of workplace dynamics and employer branding with respect to Generation Z. According to Syal (2021), employer branding is important for raising employee happiness, building brand loyalty, and lowering attrition rates. Pandita (2021) examines cutting-edge talent management strategies designed to draw in Gen Z talent, highlighting the necessity for businesses to adjust to their particular tastes. In a similar vein, branding makes it easier to create training and development plans that improve worker satisfaction, output, and organizational results in a variety of settings (Varma, 2012).

Melander (2021) explores the connection between Gen Z identity construction and employer branding, providing insight into how individual beliefs affect employment choices in the post-pandemic period. For enterprises to obtain a competitive edge, Islamiaty (2022) emphasizes the significance of comprehending Gen Z's impressions of employer branding and its association with their desire to apply to a firm. Roy (2022) uses segmentation analysis based on gender, specialization, and work experience to determine the essential organizational qualities that draw Indian Gen Z B-School students to seek employment. Parvin (2021) looks at the idea of employer attractiveness and how it affects how Gen Z views possible employers, highlighting the significance of branding in influencing workplace attitudes.

Additionally, studies by Deloitte (2023) and EY (2022) explore more general themes influencing Gen Z's job environment, such as failure, advancement in the workplace, and entrepreneurship. In his investigation into how digital business might help Gen Z achieve sustainable human capital, Shahab (2021) emphasizes the intricate connection between workforce dynamics and digitalization. Lathabhavan (2022) investigates the connection between Gen Z job applicants' psychological capital and anxiety, providing light on their goals for their careers and mental health. Overall, these studies expand our knowledge of the complexity of workplace dynamics, Gen Z choices, and behavior, and offer insightful advice to companies looking to attract and keep this new generation of talent.

III. Research Methodology

In order to thoroughly investigate how values and employer branding interface with Gen-Z workers in the contemporary workplace, a mixed-methods approach would be the most appropriate. To begin with, in-depth understanding of the values, attitudes, and expectations of Gen-Z workers about their workplaces and employer brands might be obtained using qualitative study techniques like focus groups and semi-structured interviews. These qualitative approaches would enable the investigation of complex viewpoints and experiences, promoting a deep comprehension of the topic. After this qualitative stage, questionnaires and other quantitative research techniques might be used to collect further information about the frequency and importance of the themes and patterns found in the Gen-Z cohort. Correlations and patterns might be found by statistical analysis of survey data, offering useful factual support for the qualitative conclusions. This study can provide a thorough knowledge of how values and employer branding interact to shape Gen-Z employees' experiences and actions in the modern workplace by utilizing a mixed-methods methodology.

IV. Result

The examination of 80 participants' comments yielded some interesting conclusions on how Gen-Z employees view company brands and the significance of values in the workplace. First off, a substantial proportion of Gen-Z workers had good opinions about their individual workplaces, as seen by the majority of respondents (52.5%) who felt strongly about their employer brand. In contrast, 16.25% of respondents expressed no opinion. Nonetheless, it's noteworthy that a sizeable fraction (31.25%) has an unfavourable opinion, indicating that company branding tactics may use some refinement. The study indicates that a significant majority (63.75%) believes values are extremely essential in the workplace, followed by important values (26.75%) and moderately important values (7.5%). This underscores the significance of supporting organizational values with the expectations and priorities of Gen-Z workforce to foster engagement and satisfaction. (Table 1)

Table 1 - Respondent perception of Employer Brand and values

Response	Responses	Count	Percentage
Perception of Employer Brand	Positive	42	52.50%
	Neutral	13	16.25%
	Negative	25	31.25%
Importance of Values in Workplace	Very Important	51	63.75%
	Important	23	28.75%
	Somewhat Important	6	7.50%

Gender-specific further research indicates subtle variations in priorities and perceptions. Compared to male respondents (48.75% positive impression and 61.25% prioritize values), female respondents tend to have somewhat higher rates of favorable perception of employer brand (56.25%) and prioritize values to a larger extent (66.25%). These results imply that focusing on values in the workplace and developing company branding campaigns may benefit from a gender-specific strategy.

Furthermore, a study conducted by the business shows that various industries have varied goals and attitudes. For example, respondents in the IT sector prioritize values most (67.5%) and have the greatest percentage of favorable employer brand impression (55%) among all respondents. However, individuals in the banking sector have the lowest favorable perception percentage (40%) despite continuing to stress the significance of values (63.33%). The aforementioned results highlight the necessity of customized employer branding tactics that take into account the distinct attributes and inclinations of every sector. Furthermore, the examination based on the size of the organization demonstrates stable patterns, with no notable deviations seen in the evaluation of employer branding or the significance of values among various company sizes. This shows that Gen-Z workers prioritize values in their work experiences in a comparable way regardless of the size of the firm. (Table 3)

Table 2 - Response based on gender, industry and company size

Gender	Positive Perception of Employer Brand (%)	Very Important Values in Workplace (%)
Male	48.75%	61.25%
Female	56.25%	66.25%
Industry	Positive Perception of Employer Brand (%)	Very Important Values in Workplace (%)
Tech	55%	67.50%
Marketing	48.33%	63.33%
Finance	40%	63.33%
Healthcare	52.50%	61.25%
Retail	48.57%	64.29%
Education	60%	63.33%
Company Size	Positive Perception of Employer Brand (%)	Very Important Values in Workplace (%)
Small	55%	65%
Medium	50%	62.50%
Large	50%	65%

The results emphasize how crucial it is to build a strong employer brand and give values top priority in the workplace to successfully draw and hold Gen-Z talent. Targeted tactics aimed at improving the work experience and organizational culture for this generation can be informed by an understanding of the subtle changes in priorities and perceptions based on industry and gender.

V. Conclusion

In summary, this study offers insightful information about the objectives and views of Gen-Z workers about workplace values and company branding in the contemporary professional environment. The results highlight how crucial it is to develop a positive employer brand and give values top priority in the workplace in order to successfully attract and retain Gen-Z talent. Given that most respondents had a favorable opinion of their employer brand and emphasized the significance of values, businesses need to make sure that their

workplace culture and branding initiatives reflect the goals and expectations of the millennial workforce. The study emphasizes the necessity of customized strategies that take preferences unique to the sector and gender into account. When compared to male respondents, female respondents prioritize values more and have somewhat higher percentages of favorable employer brand impression.

Sector-specific tactics are crucial in establishing employer branding campaigns and fostering a values that is in line with the ideals of Generation Z. This is further supported by the differences in goals and attitudes among various sectors. Insights into the age and tenure distribution within the Gen-Z workforce are also revealed by the demographic research, offering a thorough grasp of this demographic cohort's makeup. Using this data, organizations may create talent development, retention, and recruiting approaches that are particularly suited to the conditions and inclinations of separate age groups and tenure ranges.

All things considered, this study is a great tool for companies seeking to chart out how to deal with the challenges of attracting and preserving Gen-Z employees in the modern workplace. Employers can foster cultures that appeal with Gen-Z workers and drive productivity, pleasure, and long-term accomplishment in a talent landscape that has become competitive, by putting an emphasis on company branding and values alignment.

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