

# Gen Z: A Study in Contrasts

More Optimistic, Less Satisfied  
and Ready to Take a Stand

In our latest study tracking 10 years of employee sentiments, we discovered most generations agree across 50 different statements. The good news is their experiences are largely positive—and yet, Gen Z (46%) along with Millennials (48%) are the most open to changing jobs tomorrow if they had the chance (vs. Benchmark 40%).

On the positive side, Gen Z is the most likely to agree that:

78%

people at their jobs treat each other with civility and respect (vs. 72%)

77%

their employer treats all employees fairly regardless of race, gender, age, sexual orientation or other cultural differences (vs. 68%)

75%

their employer does a good job of keeping them informed (vs. 62%)

73% 

their employer is on a path to succeed (vs. 66%)

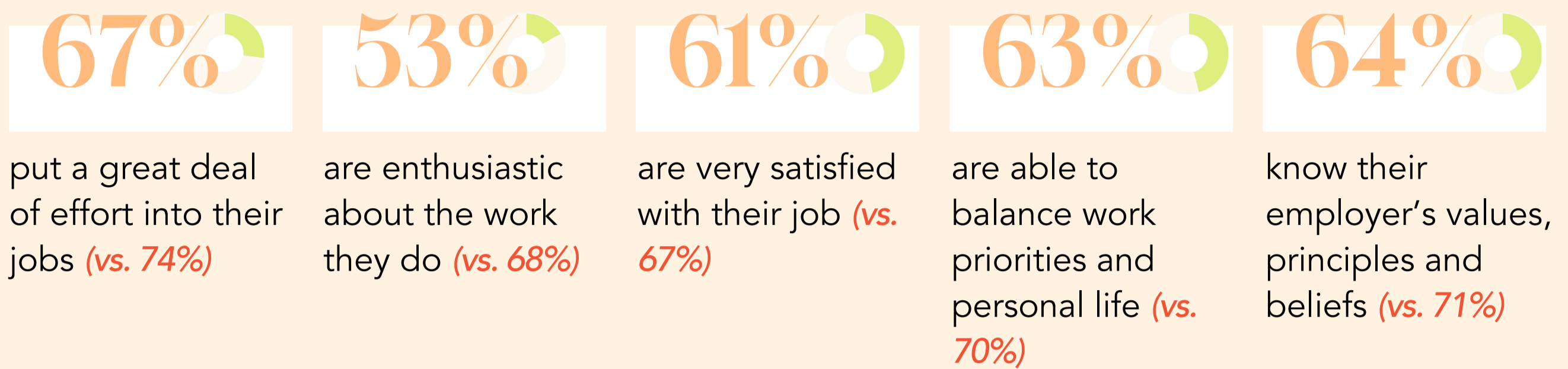
73% 

leadership acts in accordance with organization's vision and values (vs. 65%)

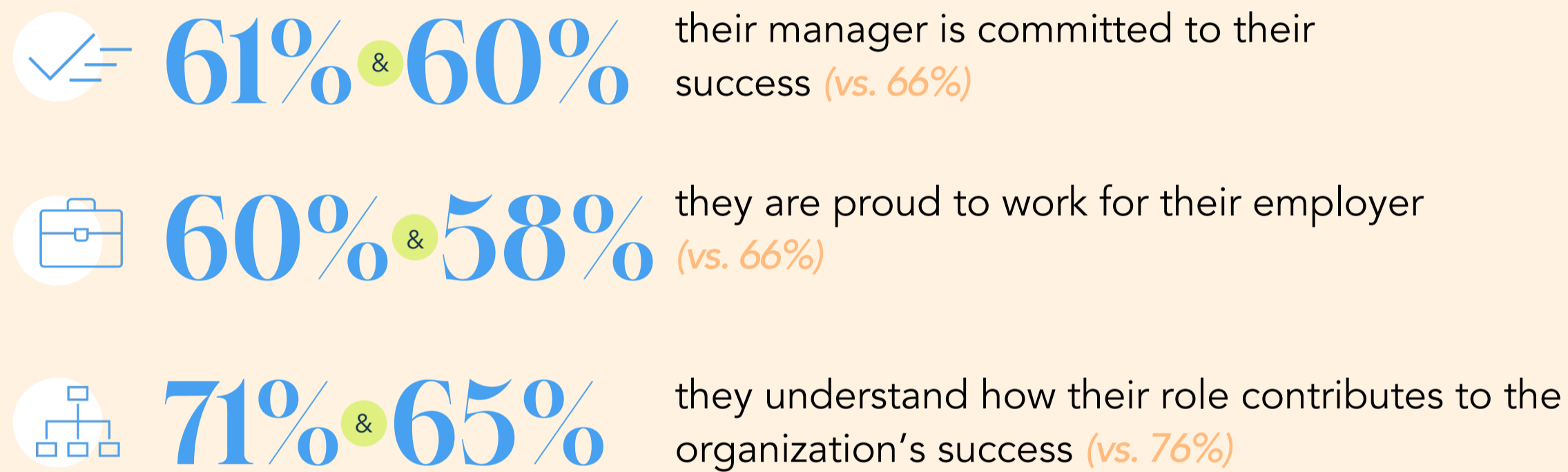
73% 

their employer provides them with resources to do their job well and that they have opportunities to grow and learn (both 73% vs. 65%)

## At the same time, Gen Z is the least likely to agree they:

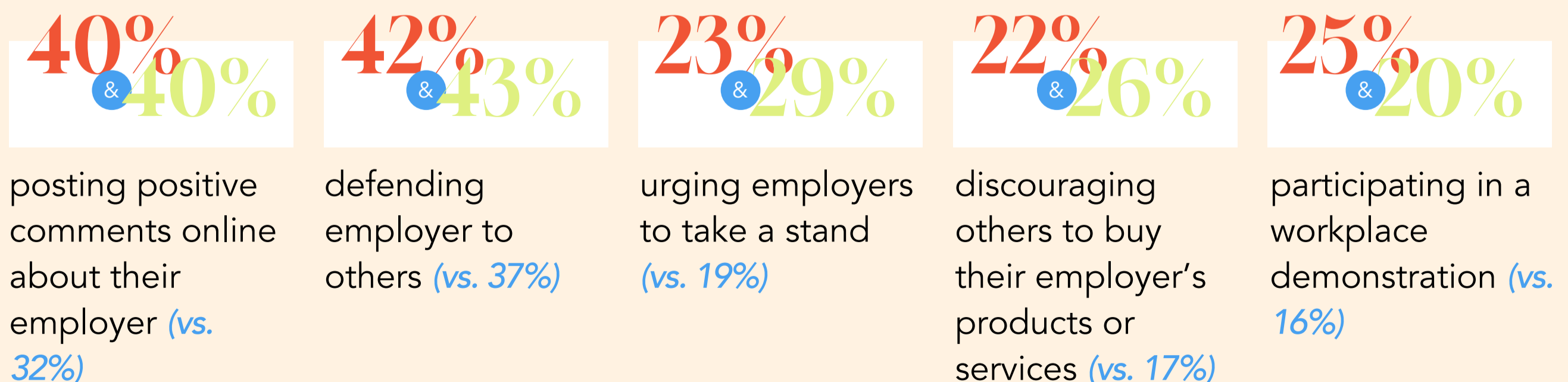


## Gen Z and Boomers are also the least likely to agree that:



Gen Z is the most likely to agree that companies and organizations have a responsibility to speak up about important societal issues (74% vs. 67%). BUT, along with Boomers, are less likely to agree that their employer is making a positive contribution to the world (57% and 54% vs. 63%).

## Gen Z, as well as Millennials, are the most active as advocates and activists within the organization including:



With Gen Zs having such a mixed reaction to today's workplace, leaders can help even out their overall experience and improve their engagement by focusing on:



**Continuing to provide quality, aligned communications.** Employees who are satisfied with the communications that their employer provides have 4X higher satisfaction across ALL drivers of experience and are 47% less interested in leaving their job tomorrow vs. those who don't.

01



**Ensuring managers have what they need** to make Gen Z feel supported and listened to. Employees who feel supported by their managers are 6.7X more likely to feel valued and 42% less interested in leaving their job tomorrow than those who don't.

02



**Improving Gen Z agency,** especially when it comes to demonstrating impact by connecting the dots with how their role contributes to the the success of the organization. High agency employees are 3X more likely to be very satisfied, 2.1X more likely to be very productive, 4.2X more likely to stay with their employer, and 1.4X more likely to advocate on behalf of their employer.

03



**Channeling Gen Z as advocates** for your organization by leaning into purpose, values and the impact that you have on the world. Gen Z is more likely to use their platforms to speak out for – and against – their organization, as well as more likely to believe organizations have a responsibility to speak up. Leaders should be weighing the pros and cons of trying to harness this powerful group.

04

**Finally,** Gen Z entrants into the workforce have a long career ahead of them, and so it's only natural that they would be considering how to best navigate it. Consider if retention is truly the end goal for these employees or if providing an experience that gives them what they need and inspires them to deliver their best while they are with you is the more strategic approach. You might also gain some advocates along the way.