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Research Paper
How to sell a job to Generation Z

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A handwritten signature in black ink, appearing to read 'Aleks Kalenov'. The signature is fluid and cursive, with the first letter 'A' being particularly large and stylized.

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Abstract

The New Generation of the workforce is coming. It brings the most remarkable generational shift in the workplace. One of the primary priorities for employers is to prepare and adapt to changes. Generation Z is a truly unique generation. They grew up during the era of the rapid development of technologies and globalization. As a result, their principles, values, vision, and goals are entirely different from the previous generation.

This study aims to develop a framework that will improve the interaction between employers and Generation Z. Moreover, it helps to attract promising employees from generation Z. The framework is based on the discovered patterns related to their working preferences, traits, motivational factors. All the data was collected from both sources primary and secondary.

For the secondary data, the author reviewed more than 20 latest studies regarding generation Z and their working attributes. For the primary information, the author conducted a survey for the representatives of generation Z and interviewees for the employers. Collecting data from both parties allowed to develop a framework that considers employees' opinions and employers'. As a result, the framework is applicable to a business environment.

1. Introduction

1.1 Study Background

Employees are the heart and the soul of every organization. Many scholars agree that it is literally impossible to overestimate the importance of workers. For instance, Iveta Gabčanová (2011), who claimed that the employees are the most important assets of any given company. They determine every single aspect of a company, such as product design, quality of service, and innovation development. Managers understand the crucial role of employees, and therefore invest the companies' resources to attract new talents. There are numerous recruiting approaches, for instance: offer a competitive salary, expanded social benefits, and others. However, researchers analyzing the current generation situation, established the fact that preferences of new generation have shifted. Which makes previous recruiting approaches less effective and optimized. Main changes in employees' behavior happen among the different generations. This leads to the fact that managers should always update their recruiting strategies and make it more relevant based on the current generation's behavior patterns.

Recruiting and attracting highly potential young specialists is always a challenge for managers. However, at the moment, this becomes even more complex than usual. Companies should be competitive not only in terms of goods and services they are providing, but also in the area of recruitment as the current generation Z at that stage of converting into new employees, and many companies are simply not ready.

1.1 Who is Generation Z?

Generation Z is also known as Digital Native, iGeneration (Tari, 2011), and Homelanders (Dimock, M. 2019). This is the first generation that was born in the computer era, with an "iPhone in hands." In the case of Generation Z, there are some issues with identifying the time frame. For instance, Ozkan and Solmaz (2015), in their study, determined generation Z time boundaries from 2000. On the other hand, Singh (2015) claimed that Gen Z is who was born between 1995-2012. Also, there are studies with similar time frames, such as 1997 (Dimock, 2019) or the 1996 year (Duffy, ET AL.). Sometimes, studies provide unexpected time boundaries. For instance, Bruce Tulgan (2013) claimed that a representative of the Generation Z is one who was born in 1990. Michael Dimmock, the president of Pew Research Center (2019), described his approach of identifying Gen Z birth time bracket as: "In order to keep the Millennial generation analytically meaningful and to begin looking at what might be unique about the next cohort, Pew Research Center decided a year ago to use 1996 as the last birth year for Millennials for our future work. Anyone born between 1981 and 1996 (ages 23 to 38 in 2019) is considered a Millennial, and anyone born from 1997 onward is part of a new generation." Later, Mr. Dimmock added that there is no exact scientific approach or formula for detecting generational birth brackets, and the only purpose is for analysis. It is not that important at the end of the day what specific time frame is claimed. The primary generation Z feature is that they all are a digital native. Nevertheless, in order to eliminate any possibilities of double interpretations, this study based 1995, as a year of birth for a generation Z

1.2 Why is Generation Z special?

Each generation has its own characteristics. These characteristics are formed by social, political, and economic factors (Berkup, 2014). According to Sezin Baysal Berkup (2014), World War II, the Great depression, Atomic bombings on Hiroshima formed traits for Traditionalists Generation (1900-1945). These events are the reason why traditionalists wanted work permanency or why they preferred to save money rather than spend it.

Another example is Generation X (1965-1979). This generation is “considered as a transitional generation between the old generations remaining loyal to tradition and new generations of technology.”(Berkup, 2014). First personal computers, a rapidly changing world, and technologies all these factors forced generation X to think more creatively and globally and make them more self-reliant. (Berkup, 2014).

Generation Z is not an exception and has its own attributes. However, there is something special about it. Some authors stated that Generation Z “represents the greatest generational shift the workplace has ever seen.” (Tulgan, 2013), and “Generation Z is unlike any other generation we have ever seen.” (Bolser and Gosciej, 2015). They easily outperform previous generations in a working environment, by having a well-developed multitasking skill, and their ability of processing a large amount of information, will help them “open doors that other generations barely knock” (Addor, 2011).

Social media, such as Twitter, Instagram, and Facebook, is taking an essential part of young employees’ life. Studies show that the average time they were spending on social networks is 4,5 hours. (Adecco, 2015). This led to a logical conclusion: they left less time for their job. Nevertheless, according to research, they tend to execute work projects faster than the previous generation does. Moreover, worth mentioning, many Generation Z use social media not only for entertainment purposes but also for a professional one, which will boost their overall work performance (Adecco, 2015). Researchers and scientists often describe Gen Z as extremely self-confident, with an optimistic view about their career. (Adecco, 2015). Another valuable trait, which studies highlighted, is the tendency to entrepreneurship. Such a tendency could result from their individualistic behavior (Berkup, 2014; Adecco, 2015).

1.3 How to Sell A Job?

How to sell a job is a phraseology, which describes and refers to the attraction employees process. Attracting new talents to a company is an essential competitive advantage. Jean-Marie Hiltrop (1999), stated “Superior talent is increasingly recognized as the prime source of sustainable competitive advantage in high performance organizations”. This fact forces companies to compete with each other, in order to recruit young talents. Companies need to cover workers’ needs and offer the right benefits and conditions. Obviously, the companies can not offer all benefits, best conditions, and cover every workers’ needs, because there will always be an opportunity cost factor. Therefore, companies focus on providing only the essential ones for their employees. However, over the generations, people change their motivational factors and reallocate their values. That means companies should continuously update their strategies in order to keep themselves competitive.

1.4 Problem Statement

As mentioned before, Generation Z at the stage of becoming young employees. Based on projections, in 2020, generation Z will be 20% of the global workforce (Robert Half, 2015), and over the years, the number will only grow. Also, worth mentioning, according to the statistic for the 2019 year, only 31,1% of European Generation Z members are

employed (OECD, 2020). This is a perfect opportunity for businesses to update their “how to sell a job” strategies based on the upcoming generation. At the moment, the oldest members of Gen Z are employees already, and this fact allows them to collect more accurate data, which makes this study even more relevant.

The main problem is that some companies are not ready for a new generation. They are not ready to make changes. They do not know what exact changes need to be done. How to optimize the workflow with a new generation? How to adopt a business environment for Gen Z? What managerial practices are not relevant anymore? Last but not least, how to attract new talents?

1.5 Research Aim and Objectives

The main objective of this study is to develop a general framework for companies. Such a framework provides clear and implementable steps, which potentially improve interaction between company and generation Z in many business areas. The framework is based on the analysis of the characteristics of generation Z, their behavior patterns, traits, motivational factors, and other attributes. Also, it includes business concepts and past experience of managing generations.

2.Literature Review

2.1 Introduction

This literature review demonstrates a crucial attribute of representatives of generation Z, such as main traits, essential working criteria, working preferences. Moreover, this literature review covers the topic of recruiting and attracting young specialists from Generation Z.

The major part of literature review based on the research and surveys made from 2015 to 2019. However, some concepts and statements mentioned in this study were made more than 5 years ago. Such as Bruce Tulgan (2013) strategy for attracting new generation employees was made in 2013. Moreover, this review includes a survey which was conducted among companies' managers in 1998. Nonetheless, in order to provide a relevant and up-to-dated review, all observations and conclusions are based on the latest data.

2.2 Generation Z Traits

Since the fact that some scholars predict the most significant changes in a workforce with Generation Z, it is essential to explore and discover their traits, behavioral patterns, motivational factors, and other attributes, which determine their work preferences. David Stillman and Johan Stillman, in their book "Gen Z @ work, How is next generation transforming the workplace" (2017), developed seven key traits that define generation Z in a workplace.

1. **Phygital**- This word is a combination of two Physical and Digital. It explains that every physical aspect of our world has a digital substitution. Generation Z is the first generation who was born in a digital world. Therefore, for them, boundaries between the virtual and physical worlds are eliminated. Due to their digital native trait, the workflow will need to be adapted.
2. **Hyper-Custom**- Gen Zers tend to customize the environment based on their needs and personality. According to the survey conducted by authors, 57% of participants would rather write their own job description rather than accepting standardized advice from an employer.
3. **Realistic**- Generation Z has a pragmatic mindset. This is a result of different terrorist accidents happening during their growing up process. For instance, "9/11" formed a realistic point of view. Social-cultural events often formed mindsets, for instance, the Great depression determined Traditionalists' (1900-1945) financial behavior patterns. (Ozkan, Solmaz, 2015)
4. **FOMO (Fear of missing out)**- Current generation feels the anxiety of missing out on anything. Therefore, they are continually looking to be familiar with all trends and stay at the top of the competition. Such tendency explains their desire to have multiple responsibilities and roles within one job position.
5. **Weconomists**- Gen Z appreciates a shared economy. The shared economy stands on a sharing consumption concept, where people are sharing their goods and services, i.e., rooms in Airbnb or car-sharing platforms. Moreover, such a philanthropic approach of thinking developed a strong idea of "we" in a work collective. According to the survey,- 93% of Generation Z consider the company's impact on society when applying for a job.
6. **DIY- Do-It-Yourself**. The young generation is highly dependent on themselves, rather than on someone else. The idea of achieving new objectives and

- knowledge by using only their own capabilities is strongly established among Gen Z. They believe in the idea of "if you want it done right, then do it yourself!"
7. **Driven-** Generation Z has a competitive nature. Authors claim, compared to the older generation, the young generation has a more robust competitive behavior. The survey provides confirming results- 72% of representatives of Generation Z would compete with colleagues in terms of the same task.

Other scholars highlighted more generic traits of Generation Z:

- Individualism (Singh, 2014)
- Freedom (Berkup, 2014)
- Entrepreneurship (Addeco, 2015)
- Self-confident (Solmaz, Ozkan, 2015)
- Multi-tasking (Shatto, Erwin, 2017)

2.3 Essential working criteria for Generation Z

In order to understand how to attract employees from generation Z, it is necessary to answer the question, "What are they looking for?". Working criteria reflect their expectations and needs. It is mandatory to know this information to develop a hiring strategy.

Fair to mention, every human being is unique, and their most important criteria for choosing an employer might be different. Nonetheless, the latest research in this field provides a clear picture of the situation in general. This type of data helps to recognize the main trends and approaches among the new generation. Moreover, some of the oldest generation Z representatives have working experience, and they already formed essential working standards.

One of the latest researches covering this area was made in Russia by Hays. The company conducted an online survey, with a total number of participants is 2217, and the age bracket is 18-25 years old. Also, 72% of respondents have working experience.

Hays (2019) highlighted that Generation Z has many distinctions with the previous generations. For instance, an expanded social benefits option, good office, or clear career path faded into the background for Gen Z. On the other hand, generations have one similarity, it is a wage level. Salary is still the main criterion for choosing a job among all generations.

In spite of the wage level, 60% of Generation Z is looking for a professional development opportunity. Such high results are conditioned by their competitive nature and desire to be always at the top of the competition (Stillman, Stillman, 2017).

Furthermore, the opportunity to complete engaging tasks is one of the priorities for 54% of young employees. Opportunity to study within the company (training, online courses), along with the flexible schedule, are essential for 45% of participants. However, a clear career path no longer plays a significant role. Only 33% voted for it, which is dramatically less, compared to Generation Y and X. This result could be explained by another research, which shows that the majority of generation Z believes that the optimal amount of time spent on the first job is less than three years (Addeco, 2015). Another exciting result of Hays' research is social significance projects done by a company (charity). Only 9% find it meaningful. This might contradict Stillman's (2017) statement that generation Z considers the company's social impact. However, Robert Half's (2015) research proves his statement. According to their survey, 40% of participants do care regarding social impact. The possible explanation of this

phenomenon could be cultural differences. Hays (2019) conducted their research in Russia, while Robert Half (2015) based their survey in the United States of America and Canada. The social-cultural background could influence people's attributes and points of view (Berkup, 2014).

There is another research, which requires close inspection. "Gen Z in the workplace" by RippleMatch. This research provides a list of top-five key elements for Gen Z when they are choosing a job. Comparing Hays' research with RippleMatch's, it is possible to recognize the main tendency of Generation Z. Both reports show the importance of professional development for young employees. Also, both reports agree that Gen Zers no longer found important company's prestige when selecting a job, "If you've been relying on your company's good name... it's time to take a different approach." (RippleMatch, 2018). Another similarity of both researches is social impact. According to the survey, young employees do not base their decision on a company's positive social impact. However, RippleMatch (2018) noticed that the decreased importance of a salary level, "Being able to work on fulfilling projects and make an impact within a company is more valuable than a high salary." (RippleMatch, 2018).

In order to obtain more accurate results, RippleMatch divided participants into four categories: Gender, Ethnicity, Students from Elite and non-elite schools, STEM (science, technology, engineering, mathematics) students, and non-STEM students. This type of approach led to the fact that the survey results varied depending on the participant's category. For instance, students from non-elite schools tend to prioritize job-stability more than students from elite schools. However, even so, the results are dependable and might vary according to the participants' category, the trend remains the same. Personal development is the most prioritized key element, and company prestige is the lowest among all categories of Generation Z.

Robert Half, "Get ready for Generation Z" (2015), research discovers similar topics as the previous studies. They surveyed colleges and university students, with a total amount of 770 participants. Many scholars claimed that the salary element keeps a high position in the list of priorities for Gen Z (Hays, 2019, Iorgulescu, 2016), and "Get ready for Generation Z" research is not an exception. As a result, 44% of participants define "generous pay" as an essential condition. Despite salary, in terms of the least essential criteria, Robert Half shows more or less similar outcomes compared to other studies. A good example is a high-profile company. Only 12% of participants recognize it as a vital criterion. In comparison, Hays (2019) survey got 14% for the same aspect. An additional similarity is the importance of an impressive job title. The majority of Generation Z representations do not consider significant an opportunity to work in a position with an impressive name. Furthermore, only 3% of participants voted for this (Robert Half, 2015), and in the other survey, the rate is similar 6% (Iorgulescu, 2016). Nevertheless, in spite of similarities (salary, high-profile company, impressive job title), Robert Half's (2015) research provides an opposite perspective for the essential criteria, for example, an opportunity for career growth. The results are quite different compared to other studies. According to Robert Half (2015), 64% of respondents think this is important, while Hays (2019) results are the following: 33% for the same aspect. Another difference is social impact, which Robert Half (2015) included in the list of top-three main priorities for selecting a job for Generation Z. However, referring to Hays (2019) and Iorgulescu (2016) research, the results are 9% and 15% respectively. Even so, Robert Half (2015) agrees that salary does matter in terms of a job selecting, the final outcomes drastically differ. According to the survey, 44% of Generation Z consider "generous pay" as the primary criterion (Robert Half, 2015). On the other hand,

according to Hays (2019) survey, 84% of participants chose salary. The difference in outcomes is almost two times.

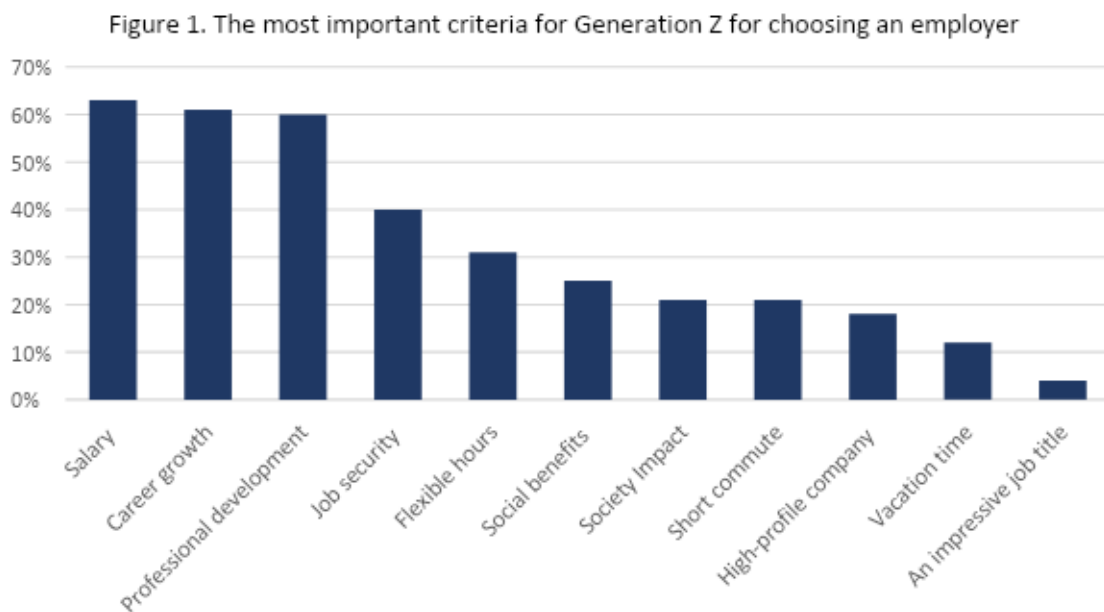
There are also other differences:

- Short commute- 6% (Robert Half, 2015) and 37% (Hays, 2019)
- Flexible schedule- 23% (Robert Half, 2015) and 45% (Hays, 2019)

The possible explanation of differences in the results might be a distinctive approach towards the research carried out. Considering that Robert Half's research was done in 2015, even the oldest representatives of Generation Z did not have working experience. Lack of working experience does not allow to develop rational criteria for choosing a job. However, in the Hays (2019) survey, the majority (72%) of participants have working experience. Nonetheless, this fact does not devalue the importance of Robert Half's (2015) research. Even so, the survey participants are just students, they are still representatives of Generation Z, and their responses should be taken into consideration.

To achieve more accurate and objective results regarding crucial criteria for choosing a job for generation z, it requires collecting and combining the data from different researches and then calculating the average rate.

Figure 1 is a combination of three different studies: Hays, "GENERATION Z AND THE LABOR MARKET IN RUSSIA" 2019; Robert Half "Get ready for Generation Z" 2015; Maria-Cristina Iorgulescu, "GENERATION Z AND ITS PERCEPTION OF WORK" 2016.



Source: Hays (2019); Robert Half (2015); Maria-Cristina Iorgulescu (2016).

Figure 1 demonstrates the list of key elements that Generation Z considers when selecting a job.

The top-three priorities are the following:

- salary (63%),
- opportunities for career growth (61%),
- professional development (60%).

The least-three priorities are the following:

- working for a high-profile company (18%)
- paid vacation day (12%)

- working in a position with an impressive name (4%)

2.4 Work Preferences

If the working criteria answer the question “What are they looking for?”, then working preferences answer the question “How do they work?”. Working preferences describe the exact patterns and approaches within the working conditions. In order to remain competitive, companies take into consideration employees’ working preferences, and attempt to provide the suitable working environment. This method has two main advantages. Firstly, it enhances the performance of already existing employees. Secondly it boosts the attractiveness for new employees.

Many scholars highlight the importance of work-life balance for Generation Z. Moreover, Gen Z not only takes it seriously, they also developed it in a deeper level. According to Sezin Baysal Berkup (2014), work-life balance for generation Y is a “A clearer balance between family and work” (Berkup, 2014), meanwhile, Generation Z considers work-life balance as “Not only balance between business and life but also among business, relations and personal improvement”. Bruce Tulgan, the founder of RainmakerThinking, Inc. and author of the book “Meet Generation Z: The second generation within the giant “Millennial cohort” said: “The big question on their minds is, what role is this job going to play in my life story right now? Not where am I going to fit in your company, but where are you going to fit in my life?” (Robert Half, cited Tulgan, 2015). This statement shows the perspective of Generation Z considers the work in their life. The study shows that representatives of Generation Z evaluate the importance of work-life balance as 3.8 out of 5. (RippleMatch, 2018). Moreover, 71% believe that, if the employer respects established work-life balance, it will have a positive impact on their working performance.

Another vital working preference is a communication method. Even so, Generation Z is known as a fully digital generation, and considers them as “digital natives”. They still prefer face-to-face communication and interaction with colleagues and managers. The convincing explanation for such a phenomenon provides Bruce Tulgan, he said: “These professionals likely seek connectedness and context because they thrive on genuine relationships, especially with authority figures” (Robert Half, cited Tulgan, 2015). However, it does not mean that Generation Z is avoiding digital solutions for communication. According to various studies, the result might vary. For instance, Inc. (2017) survey demonstrates that 72% of respondents prefer physical communication at work. On the other hand, Hays (2019) indicates that only 26% of participants find this approach as favorite. The most preferred communication method is messengers and business chats (WhatsApp, Telegram and others). Also, the results might vary, depending on the purpose of the communication. For instance, 75% would like to receive feedback from a manager in face-to-face conversation, and only 17% prefer to receive feedback through digital solutions. In terms of team, 39% of respondents prefer physical communication (Kronos, 2019).

There is another factor, which influences the employee working performance, It is a preferable collaboration method . Taking into account main Generation Z’s traits, such as: Individualism (Singh, 2014) and their competitive nature (Stillman, Stillman, 2017), it would be logical to assume that Generation Z prefers work autonomously. However, the

result of the research shows completely opposite preferences. According to the study, 64% of representatives of Gen Z prefer to work with a small group of colleagues, in addition, 17% of respondents prefer to collaborate with a large group of colleagues. That means, in total, more than 80% would prefer to cooperate within a team (Robert Half, 2015). Worth to mention, that according to another study, 57% of young specialists believe that they are prepared to work in a team. (Kronos, 2019). This shows the willingness of Generation Z to work in a team.

2.5 How to recruit Generation Z?

"Superior talent is increasingly recognised as the prime source of sustainable competitive advantage in high performance organisations. Underlying this trend is the rapidly changing business environment and the growing need for globally aware managers and professionals with multi-functional fluency, technological literacy, entrepreneurial skills, and the ability to operate in different cultures, structures and markets" (Hiltrop, cited Chambers et al., 1999). Even in the last century, managers understood and realized the importance of highly qualified specialists. According to the survey from 1998, recruiting and attracting employees already was an issue. In the USA, 75% of corporate officers claimed that they face 'insufficient talent sometimes' and 'chronically talent-short across the board' (Chambers *et al.*, 1998). In 1998 executives and managers were asked regarding the current and future of main business issues. They ranked the recruitment and retention problem as third and expected it to become even more critical over the coming decade (American Management Association, 1998). Nowadays, the recruiting process's situation remains an issue and challenge, and with the upcoming new generation of employees, it will be even more challenging.

The new generation of employees gives companies an opportunity to optimize and enhance their recruiting strategies. In order to achieve this, businesses should reexamine and reevaluate their approach and definition of entry-level work (Deloitte Insights, 2017).

Entry-level work has four main attributes: Talent acquisition, deployment/assignment, employee development (formal/informal), and culture (Deloitte Insights, 2017).

2.5.1. Talent acquisition

Deloitte insights (2017) claimed that the current recruiting strategies are based on the idea of dividing employees into two main categories, candidates with specific technical skills (STEM) and candidates with general management skills. This approach might not be that effective anymore with a new Generation Z. Instead, the study suggests shifting a focus on "STEMpathetic" employees, which combine technical knowledge and management traits. In order to achieve this, companies need to reevaluate the recruitment process. According to the study, most companies use a recruitment process based on the tried-and-true approach of CV reviews, standardized tests, and behavior interviews. However, this method does not allow us to observe these skills in action. The innovative approach is based on competition, this will allow discovering strengths and weaknesses of a particular candidate in terms of communication skills, creativity level, or collaborative abilities.

An excellent example of an innovative approach is hack-a-thons. Software companies realized the importance of communication and collaboration skills and the difficulties of teaching these skills to employees, while the coding skills are more learnable. In order to improve the selecting and hiring employee process, companies decided to implement

a competitive element. "Rather than relying on traditional behavioral or scenario-based interview questions, the software company began to bring in 50 job candidates at a time and pair individuals up to work together on an assignment. What is being evaluated is how well a person is able to bring out the best in the person they have been partnered with in a highly cognitive-tasks environment. Pairs are then switched to see how well the person performs with a different partner" (Deloitte Insights, 2017). The main advantage of this strategy is the ability to hire an employee with not only well-developed programming skills but also with a cognitive mindset.

2.5.2. Deployment/Assignment

Employees from the new generation appreciate the multidisciplinary roles within a company. They expect to gain experience and have additional mobility across different teams and departments. In order to satisfy employees' needs, organizations can develop advanced rotation programs. The advanced rotation program should provide a possibility of moving horizontally, across different company's divisions, or even moving to a key organization's partner. To establish this type of rotation program, companies need to use the power of data analytical tools. "With advances in data analytics, organizations should develop a clearer understanding of the capabilities, experiences, and behaviors that lead to success in specific roles. A robust model of individual performance can identify the elements most correlated with high performance by level or by role." (Deloitte Insights, 2017). Knowing this information, managers could rational allocate employees among departments and key partners. (Deloitte Insights, 2017). Taking into consideration, that two of the main traits of the new generation are multitasking (Shatto, Erwin, 2017) and fear of missing something (FOMO) (Stillman, Stillman, 2017), opportunities which rotation program provides, will be extremely attractive for a new generation of employees. Moreover, the company benefits too, the rotation program allows young specialists to gain extra knowledge by observing a problem from a different perspective, which could be crucial for problem-solving.

2.5.3 Formal development

Nowadays, companies' learning delivery methods are based on educational content. With a new generation, it is an excellent time to shift focus to developing the required skills, such as leadership skills or professional development skills. Instead of relying on only "on-the-job" development and gaining experience by working within one team with a more senior employee, organizations could introduce case study competitions or design challenges. This approach provides an opportunity to get "early access" to learning core skills. (Deloitte Insights, 2017). As a result, it accelerates the development of problem-solving or leadership skills, which could increase an employee's work performance. Moreover, professional development is one of Generation Z's most prioritized criteria for choosing an employer (Hays,2019). If the organization provides such an opportunity, this fact will heavily boost attractiveness for a job among generation Z. Ben Varquez, a partner of recruiting consulting firm Whistle Work, said, "The more that community banks offer digital technologies to both customers and employees, including digital onboarding and training processes, the more attractive they'll be to Gen Z" (Kuehner-Hebert, cited Varquez, 2019).

2.5.4. Informal development

Another element that determines the employee's performance and workflow is a set of soft skills, such as communication, creativity, or critical thinking. If a company is looking to develop these skills for their employees, a good exemplar is medicine practices. Doctors arrange special conferences where they can unreservedly share experience

and mistakes which were made. Surgeons and other types of doctors are always attending these conferences since it is an excellent opportunity to collect a valuable experience for their field of activity. Medicine practices could be transformed and used by non-medical companies for achieving a similar goal. For instance, in order to prepare for the upcoming meeting with a key client, managers can arrange a conference, where they can discuss strategies and opinions about a particular issue (Deloitte Insights, 2017). Bruce Tulgan (2013) claimed that teaching style leadership is an essential strategy to work with generation Z. The outcomes of such practices are the understanding of the leader's point of view about issues, understanding how to approach a project, or how to interact with a client.

2.5.5 Culture

"Sure, competitive salaries and benefits are important, but to really gain the attention of younger candidates, community banks need to have the right culture" (Kuehner-Hebert, cited Varquez, 2019). Despite the importance of rotation programs and professional development opportunities, a company's internal culture does matter too. The managers' objective is to integrate employees into corporate culture properly. To achieve this, the corporate culture should follow the moral principles of Generation Z. According to Deloitte Insights (2017), generation Z appreciates transparency in a company. That means they also expect transparent communication with the leader, especially in terms of feedback, both positive and negative. Also, generation Z "expects open conversations around business strategy and decisions, including "bad news" such as product failures, layoffs, or competitive threats" (Deloitte Insights, 2017).

Bruce Tulgan (2013) developed seven key strategies, which aim to optimize a Generation Z workflow.

1. **Promote high-intensity relationships-** The author suggests to establish a connection with Generation Z based on four elements:
 - a) A small team with a peer leader
 - b) Well established chain of command
 - c) Teaching style leadership
 - d) "Customer service style management" (Tulgan, 2013)
- 2) **Provide continuing reeducation-** Bruce Tulgan claims that the new generation has a nontechnical skill gap. Many representatives of generation Z are lacking management skills, such as communication, problem-solving, time allocation. The possible solution is to improve the learning delivery method. As mentioned earlier, to teach employees with these skills, the organization could implement case study competition among workers (Deloitte Insights, 2017).
- 3) **Define laser focus roles-** According to Tulgan (2013), the key to accelerating the assimilation process is well structured and defines roles and responsibilities. There are two optimal approaches to accomplish it:
 - a) Narrow specialization
 - b) "A system of ranks with corresponding criteria, testing protocols, and rewards/responsibilities attached to each rank" (Tulgan, 2013)

These approaches contradict the idea of flexibility and advanced rotation program with horizontal mobility within a company. As a result, it could damage productivity and prevent the employee from collecting additional experience. On the other hand, not every company has the ability to establish an advanced rotation program due to recourse limitations. Therefore narrow specialization and responsibilities attached to each rank could improve the assimilation process indeed.

- 1) **Take control of the virtual ethos-** Managers need to take the advantages of digital solutions in a workflow by using a command-driven social media approach. The main benefits are that employers can monitor who is in the group, the latest discussions, and even participate in a discussion. Even so, online is not the preferred method of communication for gen Z, according to various studies. Taking additional opportunities to control and lead employees, it is always a benefit.
- 2) **Plan for global outreaching and local nesting-** "...GenZ focus on tactile control of the local environment and the intense gravitational pull of the local for GenZ" (Tulgan, 2013).
- 3) **Build continuity through short term renewable loyalty-** Representatives of generation Z select highly transactional relationships with an employer. That means they expect deserved rewards for the time they spent on the task. To prevent misunderstanding between employee and employer, the manager needs to set up a reward for a specific task transparently.
- 4) **Retain "superstars" for the long term by building a dream job-** In order to recruit a highly potential employee, the company needs to offer an attractive condition. Defining "attractive conditions" requires analyzing generation Z traits, motivational factors, criteria for selecting a job, and other attributes. For instance, according to many studies, the opportunity for professional development is highly preferred among generation Z (Figure 1.). That means, to be competitive in the area of recruiting, the company is required to provide such an opportunity.

2.5.6 Conclusion

Taking into considerations all discoveries and observations mentioned above, would be possible to notice a main trend for a new Generation Z employee. In spite of minor disagreements between research, which could be explained by a variety of influential factors, such as: lack of working experience, social-cultural differentiation. It is still possible to observe the importance of the opportunity for professional development for the new generation. Meanwhile, one of the crucial criteria for the previous generation, the high profile company, no longer plays a major role for Gen Z (Hays, 2019). Even so, some scholars claim that "Gen Z appears to be more entrepreneurial, loyal, open-minded and less motivated by money than Gen Y" (Schawbel, 2014), the majority of the surveys show that salary is still one of the most essential factors for the decision-making process.

Speaking about recruiting and attracting employees from generation Z, scholars notice the necessity of changing the environment and shifting company's attention in terms of managerial practices. Firstly, the interview process should be changed and up-to-date. Secondly, workflow requires the implantation of a competitive element. Moreover, an internal company's culture should be based on the concept of transparent communication.

With the aim of conclude the literature review, here is a list of the main observations regarding Generation Z and their perceive of a work:

- As was mentioned earlier several times, current generations dramatically shift their priorities, compared to the previous generations. One of the greatest

changes is professional development. According to numerous studies, Generation Z is constantly looking for opportunities to gain new knowledge, and develop new skills.

- The concept of work-life balance is also reformed. Generation Z are not ready to adjust their life for a job. That means, for them personal life comes first, and only after their work. Managers need to keep that in mind, in order to properly treat their workers.
- In terms of communication, representatives of generation Z prefer physical approach. Moreover, in spite their individualistic trait, the absolute majority of young employees would like to collaborate within a team.
- Company's prestige no longer has an impact on the decision-making process for selecting a job.
- Transparency is one of the crucial attributes for the internal company's culture. Generation Z expects to have a transparent relationship with a manager, in terms of feedback.
- Since the new generation is familiar with the digital world, companies need to integrate technologies in the workflow.
- In order to fully open up the potential of a new generation of workers, managers need to use the advantage of their multi-tasking ability.
- Current recruiting strategies requires a renovation. Implementation of the real life scenarios, such as problem solving activities, allows managers to recruit candidates, with well-developed skill sets.

3.Methodology

3.1 Introduction

This chapter's primary purpose is to describe the methodology approach, which was used in this study. It helps to understand how the study was made and replicate the results if it is needed. Also, the detailed explanation of methodology allows readers to evaluate the reliability and validity of this study. This section includes the methodological, data collection method, method of data analysis, and justification of selected methods.

3.2 General methodological approach

The main purpose of this study is to explore the new Generation Z and, based on that data and observations, develop a universal framework that helps attract and recruit young specialists from Generation Z. In this case, the most suitable approach is inductive, also known as inductive reasoning. The inductive method "involves the search for patterns from observation and the development of explanations – theories – for those patterns through a series of hypotheses" (Bernard, 2011). That means this study does not have the initial hypothesis or theories that need to prove or disprove. In this research, all theories, conclusions, and assumptions result from discovered patterns among observations, explored data, and collected data. Furthermore, patterns were discovered by applying an empirical generalizations concept. According to D. Uncles and Wright (2004), "An empirical generalisation is a *relationship* between two or more variables that has been observed across a range of conditions."

3.3 Type of data

Generation Z is a tremendous subject that involves hundreds of millions of people. To collect a sufficient amount of quantitative data of the whole generation requires a great amount of resources, such as time, money, and others. The only available option was to collect qualitative data by conducting surveys and interviews. Speaking of primary and secondary data, this research has both. As was already mentioned, for collecting primary data was used surveys and interviews. For collecting secondary data, the author used studies and researches which were already conducted before.

3.4 Data Collection

As mentioned in the previous part, to conduct this research, the author collected qualitative data from primary and secondary sources. This part describes in detail how exact data was collected.

3.4.1 Primary and Qualitative data

With the purpose of collecting primary data for this research, the author decided to use surveys and interviews. Since the topic relates to both sides, young employees from generation Z and employers, one of the approaches with the aim of objectivity was to collect data from both sides. The survey was designed for Generation Z. The interviews were taken with top-managers of organizations.

a) Survey

The survey was designed with the goal of revealing generation Z opinions and working preferences. The survey included 20 questions divided into three major sections. The first section reveals personal information of the participant, such as age, gender, educational level. The second section asks about working experience. The questions were: Do you have working experience? In which country are you working? This section helps to compare differences in preferences between a person who did not have experience and a person who had working experience. Moreover, the region question's goal is to reveal the changes in the opinions of people from different regional areas. The 3rd section is about working preferences and working opinions. Questions were covered the following topics: approach for searching for a job, the critical criteria for selecting a job, the most effective professional development methods, the most crucial characteristic of corporate culture, work-life balance ratio, and preferred job industry. The goal of this section is to collect opinions about various working related topics from generation Z.

Speaking of participants, the total amount of contributors was 50. The candidate source was students from Geneva Business School, from all campuses (Barcelona, Madrid, and Geneva). The selected source of participants was highly beneficial and valuable for the survey. First of all, the current bachelor and master students are the most authentic representatives of generation Z. Secondly, Geneva Business School is well known as a multi-national university that includes students from various countries and different cultures. As a result, the survey's participants were from 23 different countries, including almost all continents of the world.

The selected platform for conducting the questionnaire was Google: Forms. In order to achieve objective responses, the questionnaire was completely anonymous and did not collect any private information, such as email addresses, phone numbers, and names of the participants. Since Google: Forms has a limited ability to analyze data, the data was downloaded and transformed to .xlsx format, which is compatible with Microsoft Excel. With the power of Microsoft Excel and its' tool, named "Pivot Table," the responses were formed into different groups. It allowed observing the results from a "deep" point of view. For instance, how people from different regions respond to the same question. Moreover, it allows noticing differentiation in terms of responses between males and females. For instance, how male and female answered the work-life balance ratio question. Furthermore, it is possible to add extra variables, such as age group, to compare different age groups of male and female answers for the same question. As was mentioned above, the total amount of questions is 20. It includes questions with multiple choice (critical criteria for selecting a job), single choice (gender), Likert scale questions from 1 (total disagree) to 5 (compliantly agree) (the importance of job stability), and open questions that do not have a prepared answer (preferred job industry). Worth to mention, some of the questions were not obligatory to answer, such as gender or question based on working experience.

The time frame for the survey was three weeks, from 4/11/2020/ to 18/11/2020.

Summary

Source of data- Primary

Type of collected data- Qualitative

Method of the collection- Questionnaire

The platform for conducting- Google: Forms

Goal- Revealing Generation Z working preferences

Analyzation tools- Microsoft Excel (Pivot Table)

The total amount of participants- 50

Source of participants- Geneva Business School students

Age bracket- 18-24

Regions- America, Africa, Europe, Asia

The total amount of questions- 20

Types of questions- Single choice, Multichoice, Likert scale (from 1 to 5), open questions.

b) Interview

As was mentioned earlier, the selected subject of this study directly relates to both sides. To develop an objective and realistic universal framework, it was necessary to collect information from employers too. Based on common sense, it would be logical to assume that the number of employers is significantly lower than workers. In this case, the method of collecting data should be more personal and individual, making the questionnaire method of collecting data not suitable since its' focusing on a group of people. This was one of the reasons for selecting a personal interview as a method. The second reason that explains the choice is the source of candidates. The author did not have access to such a source containing employers or managers responsible for recruiting in the organization. Unlike the university with students, which was used as a source of representatives of generation Z. In this instance, the author used his personal connections and networking abilities to find suitable candidates for an interview. As a result, the total number of participants was three. Each participant has a top-management position within an organization. Also, with the aim to achieve more objective results, the interviewees were selected by not only their experience, responsibilities, and job position, but also by the size of the organization they are currently working. That means two participants represent middle-sized companies and one participant a large-sized organization. Furthermore, even so, their positions are at the top-management level, but their duties and responsibilities are different.

There were two approaches to establish contact with candidates. With one of the candidates, the interview was done by using video conferencing software, called Zoom. With the rest participants, the selected communication channel was Email.

Worth mentioning that all interviewees were informed about the purpose of the study, how the received data will be used, and their right to withdraw from the study at any moment. Every participant agreed with the conditions and signed a consent form. The interview had eight main discussion topics. It covered the following business subjects: challenges during the recruitment process, does generation Z brings the most remarkable shift in a working environment, does working environment requires adaptation for a new generation of workers, do companies ready to invest resources for such adaptations, preferred sources of finding new employees, does a company has personal development opportunities, what is the best method of personal development, does a company ready to provide these professional development opportunities, internal corporate culture, what are the essential attributes of corporate culture, does a company ready to encourage employees for devolving new ideas, that have a direct impact on a company's success.

Since all participants were Russian native speakers, the preferred language for an interview was Russian. All the data were translated into English by the author of this thesis.

Detailed information of interviewees

Human Resource manager. The company was established in 2013 in Moscow, Russia. The key activity is operating online payments in the e-commerce industry. The total

number of employees is 10. At the moment, no one of the employees is representative of Generation Z.

#1 Interviewee- Human Resource manager. The company was established in 2013 in Moscow, Russia. The key activity is operating online payments in the e-commerce industry. The total number of employees is 10. At the moment, no one of the employees is representative of Generation Z.

#2 Interviewee- Vice President (VP) and member of the board of directors. The company was founded in 1933 in Nizhny Novgorod, Russia. The key activities are producing ore mining machinery and spare parts for their machinery. The total number of workers is more than 500. However, the representatives of Generation Z are less than 5% of all employees.

#3 Interviewee- Chief executive officer (CEO) and founder of the company. The company was established in 2005 in Moscow, Russia. The main activities are distributing and producing mining machinery and equipment. The total number of employees is 9, including the CEO. At the moment, no one of the employees is representative of Generation Z.

Summary

Source of data- Primary

Type of collected data- Qualitative

Method of the collection- Interview

Communication channel – Zoom, Email,

Goal- Revealing the opinions about Generation Z from employers and willingness to adapt.

The total amount of participants- 3

Source of participants- Personal Connections

Age bracket- 30-50

Region- Russia

3.4.2 Secondary Data

For the secondary data, the author collected along with qualitative, quantitative data as well. Moreover, one of the criteria for selecting was a period of time the research was done. That means the author took into consideration studies that are not older than five years. Extra attention was paid to quantitative data. The average age of considered researches that provide quantitative data is three years old. Furthermore, one of the studies was conducted one year ago in 2019. Such strict criterion increases the accuracy of the collected data, and as results, it improves the validity of this study. In order to analyze the data, the author searched hidden patterns by comparing similarities or differences among studies. For instance, all considered researches showed the importance of professional development opportunities at work for generation Z or the general disinterest of working for a high-profile company. Also, the author investigated correlations between studies to analyze the data. One of the examples of found correlation is rotation program and multi-tasking trait. According to Shatto and Erwin (2017), one of Generation Z's essential traits is well-developed multi-tasking abilities. Meanwhile, Deloitte Insights (2017) claimed that implementation of a rotational program within a company would improve the performance of workers

from Generation Z. Based on those two statements, it is possible to assume that due to well-developed multi-tasking traits, generation Z will be able to work effectively with a rotational program.

As was mentioned several times earlier, the author decided to collect primary information from both parties, representatives of generation Z, and employers. It would be logical to apply a similar approach of collection to secondary data too. As a result, collected secondary data discovered not only traits of the new generation, their working preferences, but also the current recruitment process, current working environment, and practices. It allowed seeing a picture from two different perspectives and developed an optimal framework.

3.5 Limitations

When the subject of the thesis is the whole generation, it arises many challenges and limitations. The most obvious challenge is an enormous amount of different variables that prevent generalization. The example of such variables is the following: culture, age, nationality, and basically any other factor, which somehow influences people's life. Even focusing on a specific group of Generation Z, for instance, Spanish Generation Z, does not reduce the amount of variables, since from now, local variables need to be considered as well, such as local crisis, catastrophes, or any other local events. Another limitation also relates to the size of the targeted group. Collecting a significant amount of quantitative data, which is enough to make it creating a statistical value, requires a great amount of resources. The only left solution, which can potentially compensate for the lack of quantitative data, is qualitative data. Unfortunately, it does not create a significant statistical value, but it reveals the new generation's leading trends.

The last challenge and limitation is the lack of strict categorization of working factors among different scholars. For instance, Hays (2019), in their study, classified a suitable work-life balance as a motivation factor, which is improving the worker performance. On the other hand, Ripple Match(2018) classified it as a key criterion for choosing a job. Even if, in fact, these factors are the same one, it prevents a direct comparison since they are in different categories among researchers.

4. Research Findings

This section presents and describes the collected primary data.

4.1 Results of the survey

a) Personal information of participants

The purpose of this section of the survey is to gain demographic information of participants. Such information is required for the analysis and finding hidden patterns.

1) Gender

Gender

50 responses

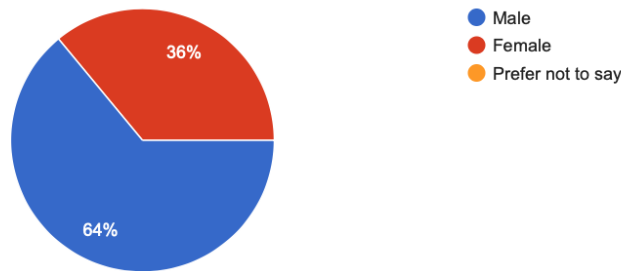


Figure 2. "Gender"

This question had three options. The first and second options allowed us to pick a gender option for the participant. The third option was designed with respect for people who did not want to reveal their gender for any reason. This survey's gender ratio is the following: 64% of males and 36% of Females. Even so, this questionnaire was not targeted specifically for one of the genders and was distributed evenly among males and females. The majority of the participants identified themselves as male.

2) Age

Your Age

50 responses

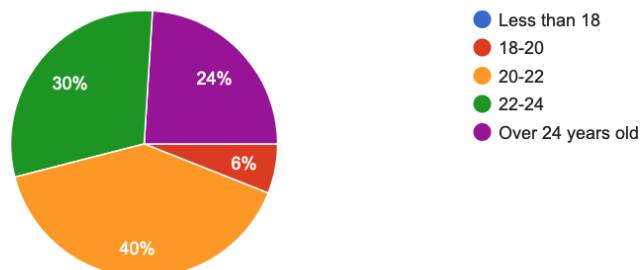


Figure 3. "Your Age"

The survey divided participants into four main age-brackets: 18-20 years, 20-22 years, 22-24 years, and over 24 years. Considering that the survey was distributed exclusively among Geneva Business School students and that scholars did not develop a unified age-bracket for each generation. This study considers the responses of people who are older than 24 years old.

3) Educational Level

Educational level

50 responses

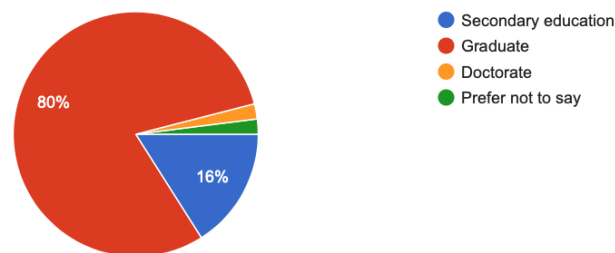


Figure 4. "Educational Level"

This question gained information on the educational level of participants for further analysis. Participants had four options: graduate, doctorate, secondary education, and option to not mention an educational level. The absolute majority of participants are graduates, 80%. The second largest group is people who had secondary education, 16%. One of the participants had a doctorate. Also, one of the participants preferred not to say his/her educational level.

b) Working experience of participants

This section provides information on the working experience of participants and the region of employment. Knowing this information allows categorizing participants for groups based on working experience and the region. Observing further responses from these groups helps to notice and discover hidden patterns.

4) Working experience

Do you have work experience?

50 responses

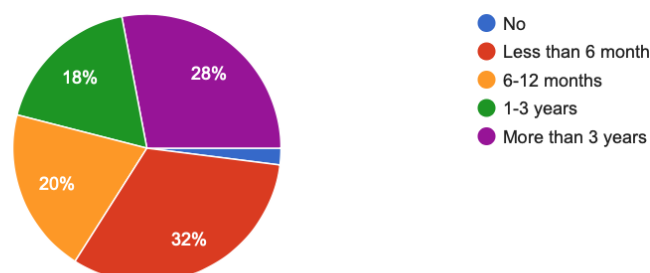


Figure 5. "Do you have work experience?"

The absolute majority, or 98% of respondents, had working experience. This fact increases the validity of the results since almost all participants are familiar with a

working environment. 32% of participants claimed that their experience is less than six months. 20% of participants had 6-12 months of working experience. 18% of respondents had been working for 1-3 years. 28% of participants claimed that their working experience is more than three years. Only 2% of the respondents did not have any working experience.

5) Region of gained working experience

In which country are you working in. Please state.

47 responses

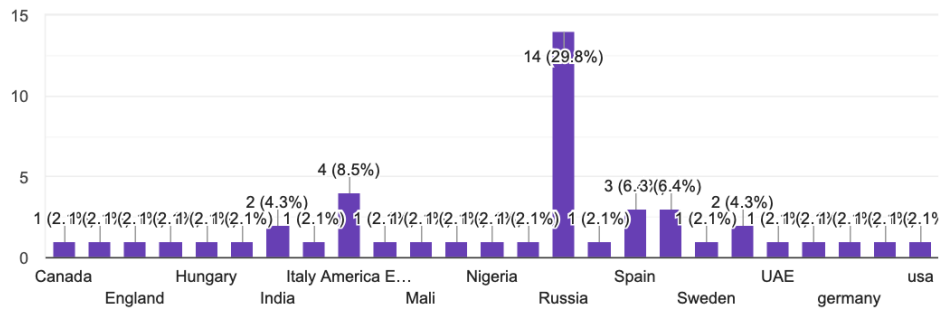


Figure 6. "In which country are you working in"

This question did not include any prepared options, and all participants were able to mention any country. Worth to mention, the results of this question required additional inspection since some respondents wrote cities instead of countries or wrote multiple places. In order to provide accurate results, the responses were categorized manually.

- Canada- 1 response
- Egypt- 1 response
- France- 1 response
- Germany- 1 response
- Hungary- 1 response
- India- 4 responses
- Italy- 5 responses
- Latvia- 1 response
- Mali- 1 response
- Nigeria- 1 response
- Romania- 1 response
- Russia- 16 responses
- Singapore- 1 response
- Spain- 6 responses
- Sweden- 1 response
- Switzerland- 2 responses
- United Arab Emirates (UAE)- 1 response
- United Kingdom (UK)- 6 responses
- United States of America (USA)- 5 responses

c) Working preferences

This section explores the working preferences of generation Z, including key criteria for selecting a job, preferred professional development method, source of searching for a job, and other valuable preferences.

6) Main job searching sources

What are the main job searching sources for you?

50 responses

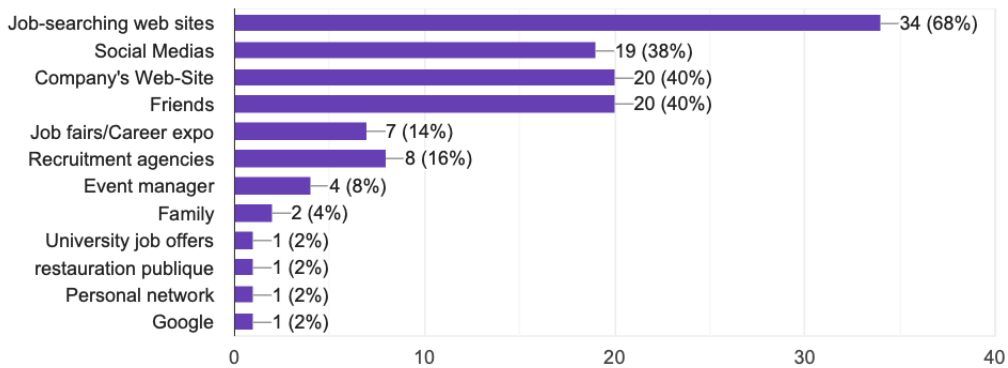


Figure 7. "What are the main job searching sources for you?"

The question had six prepared answers and a possibility for personal suggestions. Moreover, participants were allowed to choose multiple options. As a result, most generation Z is using online sources for searching for job offers. One of the most favorite sources is job-searching websites; 68% of participants picked this option. The second favorite source is the company's website. 40% found it useful. Social Media is also the most prioritized source among generation Z. 38% choose it as a preferred one. The least preferred source is career events, such as job fairs or career expo. Only 14% of participants are using it as a source for searching for a job offer. Some people suggested their other sources, for instance, networking/friends and university job offers.

7) Research about the company

Before applying for the job, do you research about the company?

50 responses

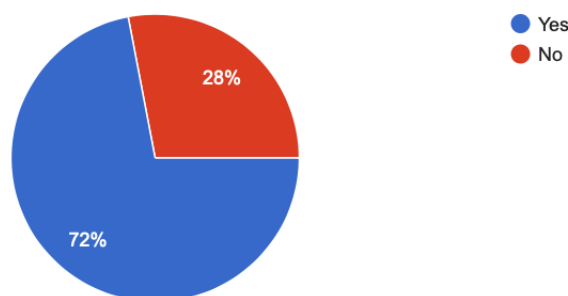


Figure 8. "Before applying for the job, do you research the company?"

This question shows the importance of providing suitable working conditions for attracting new employees from generation Z. According to the survey, 72% of participants research the company before applying.

8) Needed corporate information during decision-making process

If your above response is yes, what corporate information helps your decision-making process?

26 responses

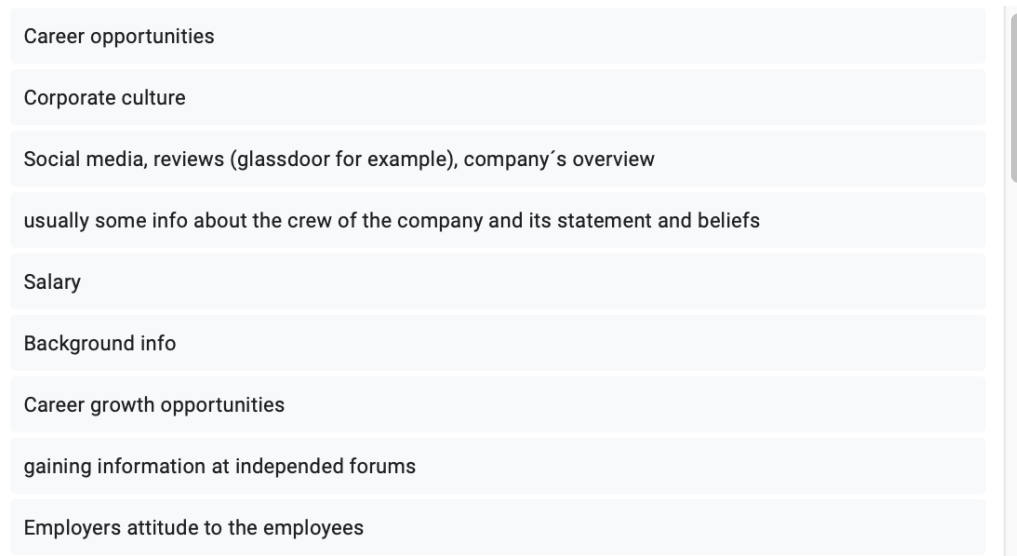


Figure 9. "What corporate information helps you decision-making process?"

This is another question without prepared options. Participants were asked to provide any type of information, which is taking a role during the decision making process. Worth to mention, that some responses were not able to analyze, due to the fact that particular participants' responses did not include a clear message of the essential corporate information. Also, since this question requires an open answer, all responses were manually categorized into groups based on the assumed meaning. Participants suggested the following answers: Career opportunities, Internal culture, Reviews from previous workers, Core activities, company's industry, work-life balance, Salary, Corporate social responsibility (CSR), General company's background, and Overall aesthetic.

9) The importance of reviews from ex-workers

Would you consider working for a company if this has received negative reviews from ex-employees?

50 responses

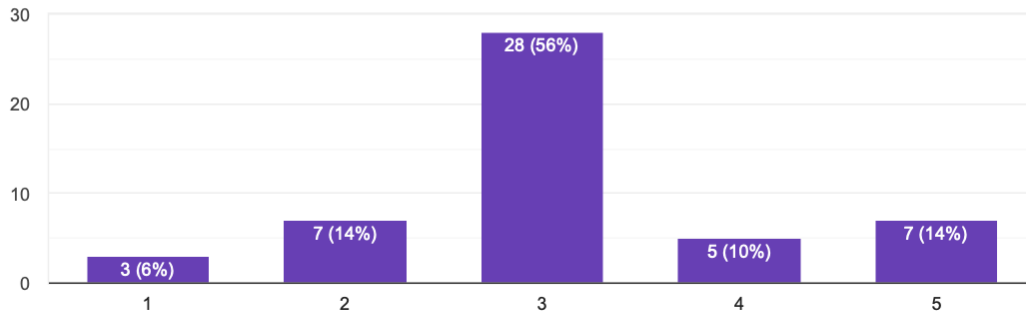


Figure 10. "Would you consider working for a company if this has received negative reviews from ex-employees?"

This question is based on a Likert scale from 1 to 5. On this scale, 1 stands for "I would not consider this job," 3 represents "I do not know," and 5 stands for "I would consider this job." In this question, answers are distributed relatively evenly. 6% of participants would not consider the job if the company has many negative reviews. 14% of participants are leaning toward declining a job offer. In total, 20% of participants tend to reject the offer if a company has negative reviews. On the other, 24% of respondents will consider the job, even if an organization has negative reviews from a previous worker. However, the majority are not sure about the answer.

10) Key criteria for selecting a job

What criteria is most important for you when choosing a job? You can tick more than one option

50 responses

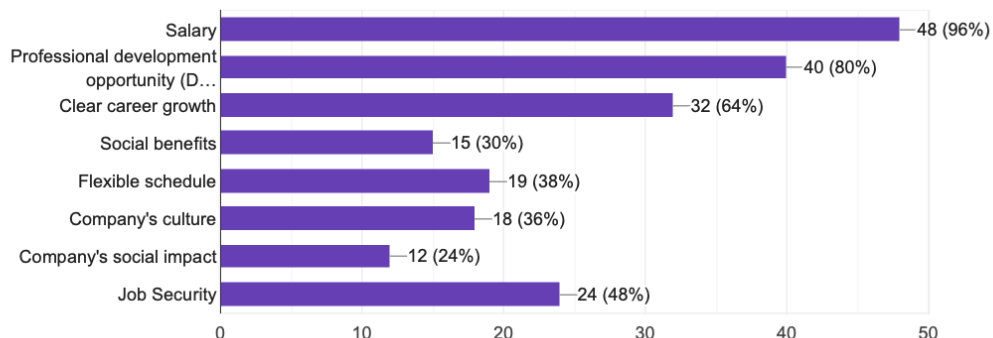


Figure 11. "What criteria is most important for you when choosing a job?"

According to the answers, as was expected, the most prioritized criterion is salary. 96% of respondents choose salary as one of the essential factors for selecting a work. The second factor is a professional development opportunity. In order to make sure that every participant understands this option, it includes a short explanation. Claiming that it stands for the development of new skills and gaining professional knowledge. This option was picked by 80% of participants. Another significant factor is clear career growth. 64% of respondents believe that it is vital for them. Job security was picked by 48% of participants. Flexible schedule and company culture are essential for 38% and

36% of participants, respectively. The least important factors are social benefits (30%) and the company's social impact (24%).

11) Preferred method of professional development

In your opinion, what of the methods listed below the most suitable for professional development?

50 responses

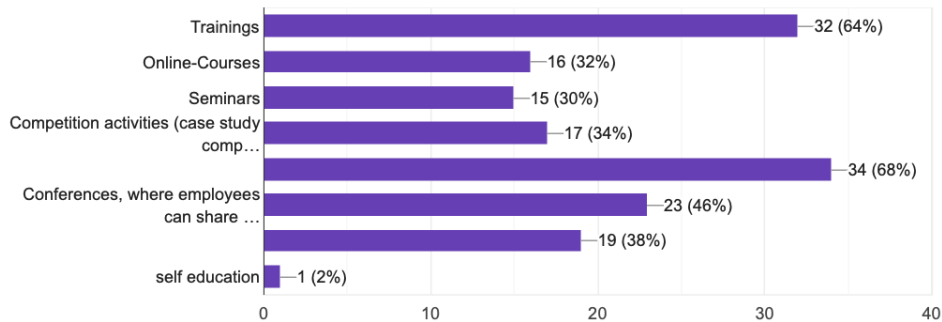


Figure 12. "In your opinion, what of the methods listed below the most suitable for professional development?"

This question had 7 prepared answers, and a possibility to suggest a personal method, if it was not mentioned. The most preferred methods of professional development are an opportunity of working with a more senior and experienced employee (68%) and professional training (64%). Also, working conferences were picked by 48% of survey's participants. The rest of the options distributed votes equally. Online-Courses received 32% of votes, seminars got 30%, competition activities were important for 34%, and rotation program was picked by 38%. One of the participants suggested self-education for professional development. Worth to mention, that 2 options included explanation and examples. This was made in order to make sure that options are comprehensive for every participant. The option with competition activities included examples, for instance case study competition and design challenges. Also, the rotation program practice was explained as well.

12) Choice between salary and corporate social responsibility (CSR)

Would you be willing to sacrifice a higher salary for a company that is socially responsible (CSR)?

50 responses

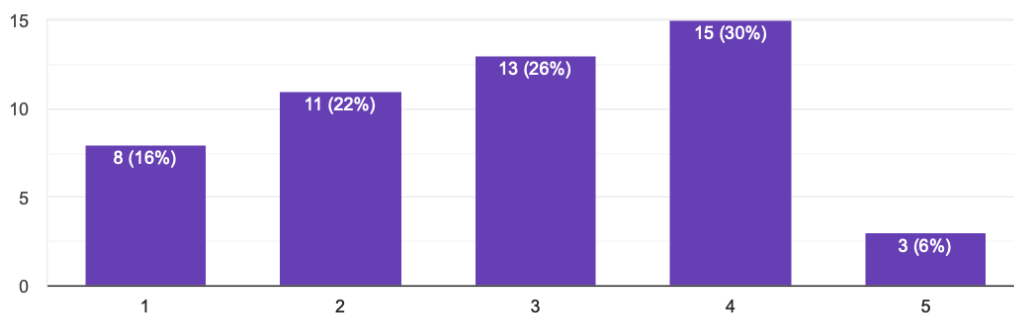


Figure 13. "Would you be willing to sacrifice a higher salary for a company that is socially responsible (CSR)?"

This question is based on a Likert scale. 1 represents a higher salary, 3 stands for “I do not know,” and 5 represents the willingness to sacrifice a higher salary for CSR. This question has anomaly outcomes. According to the results, 36% of people are willing to sacrifice a higher salary if a company is socially responsible. Meanwhile, one of the previous questions about key criteria, salary, got 98% of votes, compared to the company’s social impact, which got only 24% of votes. However, it is possible to notice a significant decline in answers when it comes to a strong decision (point 5 on the Linkert scale). It might be a sign of a desire to select a socially responsible company over a higher salary, but not the willingness.

13) Choice between professional development opportunity and clear career path

What is more important, clear professional development opportunities within the workplace or a clear career path?

50 responses

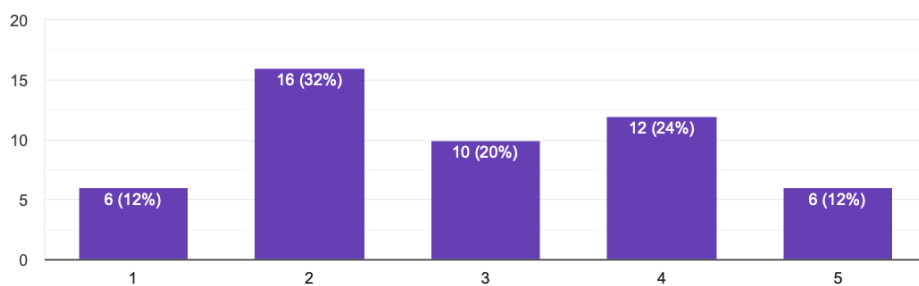


Figure 14. “What is more important, clear professional development opportunities within the workplace or a clear career path?”

This is another question, which is based on a Likert scale, where 1 stands for professional development, 3 means “I do not know” and 5 stands for a clear career path. According to the outcomes, the majority (44%) preferred having a professional development opportunity within a workplace, against 36% of participants who choose a clear career path.

14) Key characteristics of corporate culture

What of the following characteristics of corporate culture most important for you?

50 responses

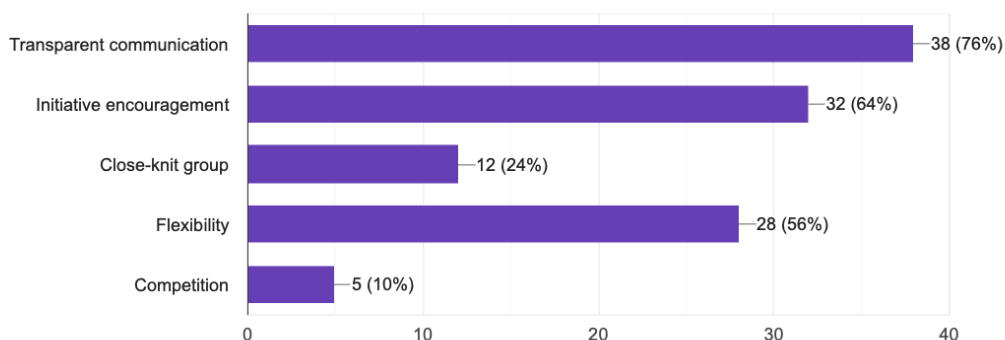


Figure 15. What characteristics of corporate culture are most important for you?

According to the outcomes, transparency in communication is an essential characteristic of the corporate culture. Moreover, 64% of responses indicate the

importance of initiative encouragement. Flexibility got 56% of the total votes. A close-knit group is vital for 24% of respondents. Moreover, only 10% of the participants found competition as an essential trait of the company's culture.

15) Initiative encouragement

Do you agree that a company's culture should allow employees to develop new projects and ideas ?

50 responses

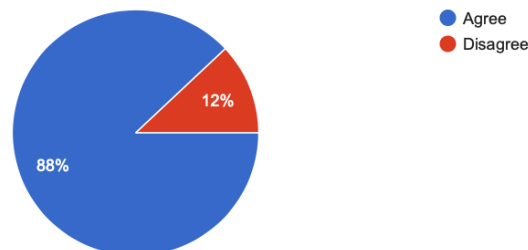


Figure 16. "Do you agree that a company's culture should allow employees to develop new projects and ideas?"

The absolute majority, 88%, agree that the company should allow employees to develop new projects and ideas.

16) Work-life balance

Thinking of work-life balance, do you agree with the statement? "The question is not where am I going to fit in your company, but where are you going to fit in my life"

50 responses

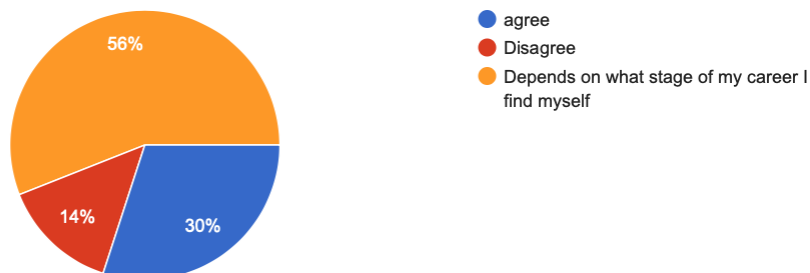


Figure 17. "Do you agree with the statement? "The question is not where am I going to fit in your company, but where are you going to fit in my life""

56% of participants claimed that the work-life balance might vary depending on the current career stage. 30% of responses indicate the importance of life over a job. 14% of responders did not agree with the statement.

17) Choice between salary and other combined key criteria for selecting a job

Using a scale of 1 to 5, 5 being highly agree, how would you value a company that offers a professional development opportunity, a suitable culture, and clear career path over a company which offers higher salary yet little or no professional development?

50 responses

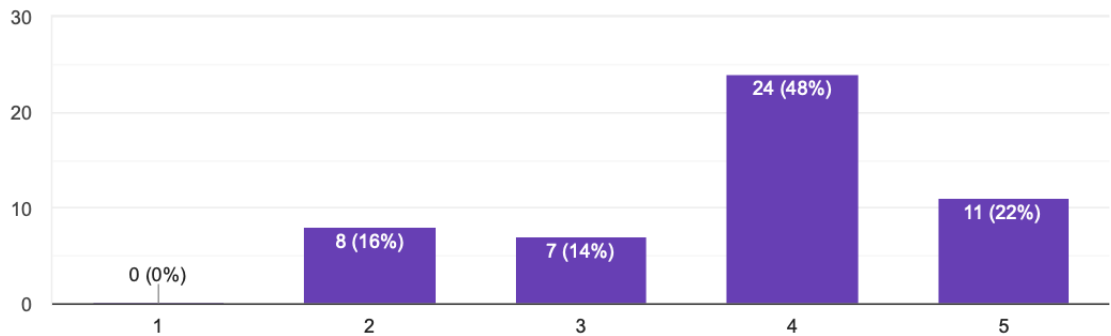


Figure 18. “How would you value a company that offers a professional development opportunity, a suitable culture, and clear career path over a company which offers higher salary yet little or no professional development?”

The question is based on a Likert scale. 5 stands for highly agree. 70% of participants are more likely to accept an offer from a company that provides professional development opportunities, suitable corporate culture, and a clear career path over a company, providing only a higher salary. Only 16% of votes indicates the opposite opinion.

18) Optimal time to work in a one company

How long would do you think is a reasonable time to stay in a company before seeking other professional growth possibilities outside the company?

50 responses

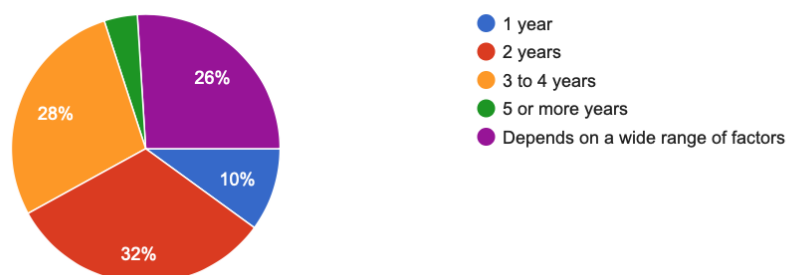


Figure 19. “How long would you think is a reasonable time to stay in a company before seeking other professional growth possibilities outside the company?”

This question had five prepared options. The time bracket was divided into four main categories, one year, two years, 3-4 years, five or more years. The last option represents the absence of readiness to answer this question due to a variety of factors. Based on the results, two years is an optimal amount of time for 32% of participants. 28% of the vote stands for 3-4 years as an optimal time. 10% found one year of working a sufficient time. 4% would like to work for more than five years for one company.

However, 26% of participants refrained from answering due to dependency on a wide range of factors.

Males vs. Females

This section is based on the survey's responses. The purpose of this section is to compare males' and females' responses in order to find similarities and differences. Found similarities among different groups of participants would be beneficial for developing an objective framework.

The responses between males and females are entirely different in some questions. However, they are also similar in others. For instance, males' and females' opinions regarding the necessity of the company's research before applying are identical. Another example is the preferred professional development method (Figure 20).

Male and Female

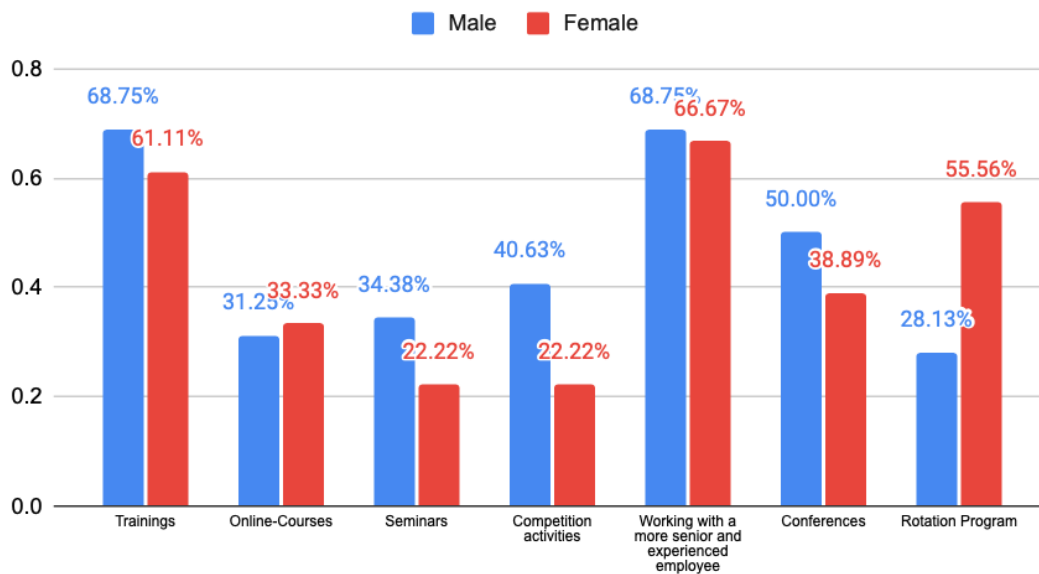


Figure 20. "Difference between males and females in preferred methods for professional development"

Figure 20 demonstrates the answers from males and females for the same question about professional development preferences. The majority of the opinions about the listed methods were similar. Both genders would like to have the training, or online-courses to improve their skills and gain extra knowledge. Moreover, both genders believe that working within a group with a more senior and experienced colleague would positively impact their development. Conferences and seminars are slightly more preferable by men. However, it is possible to notice a significant difference in opinion about competition activities and rotation programs. Twice more females selected a rotation program as their favored method, 55,5% against 28,1% of males. On the other hand, males prefer competition activities for professional development purposes. This could be a sign of the competitive nature of males. Another survey's question proves this theory. More males selected competition as a key characteristic of a company's culture. However, this pattern does not allow to implement a competition factor for a framework of this study. Since only one of the genders prefers competition, including it, will make a framework focusing mainly on males. This would develop a biased and not objective framework.

Speaking of favorite sources for searching job offers (Figure 21), the results are the following.

Male and Female

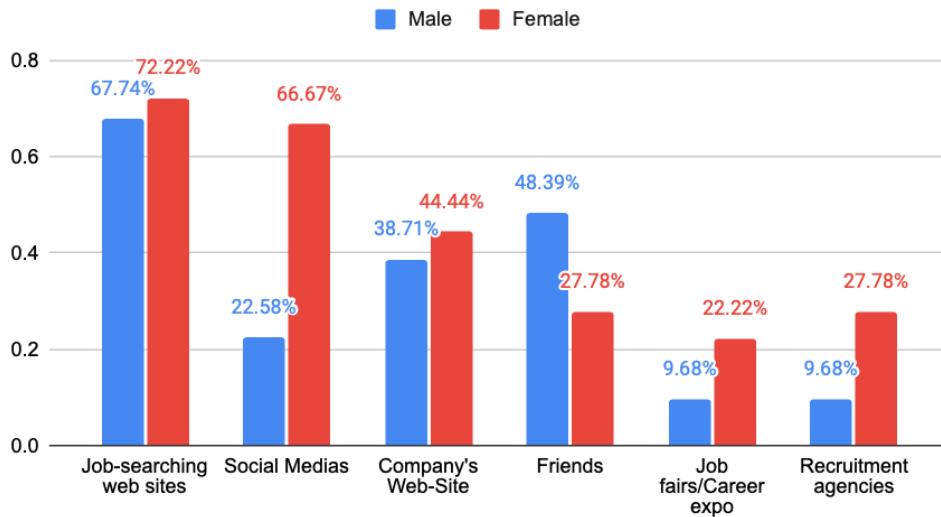


Figure 21. "Difference between males and females in main job searching sources"

As was expected, both genders prefer online sources for searching for a job. However, social media are mainly used by women. 66,7% of female participants selected it, compared to 22,6% of males' votes. The rest online sources got comparable results from both genders. The offline sources, such as job fairs and agencies, are also favored mostly by females. On the other hand, males prefer to use net-working as a source for job proposals.

The opinions of essential criteria for selecting a job have along with similarities, some differences as well, among two genders. Figure 22 demonstrates the distribution of votes in terms of gender.

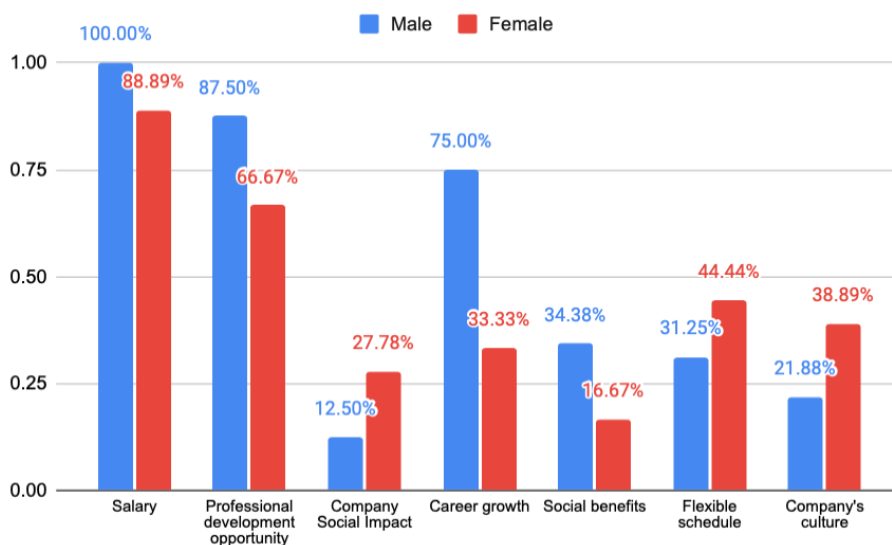


Figure 22. "Difference between males and females in most important criteria when choosing a job"

According to the graph, only salary and professional development opportunities play an equal role among the two genders. Every male participant of this survey selected salary as a key criterion. Females selected salary less than males, 88,9%, but it is still a

significant rate, demonstrating the importance of salary. Professional development opportunities has similar results as well. 87,5% of males' and 66,7% of females' participants consider this factor during a job selecting process. The biggest difference in responses between males and females is career growth. 75% of males respondents would like to have a clear career growth opportunity. Meanwhile, only 33,3% of females participants picked career growth as a key factor. On the other hand, the company's social impact and internal culture are mainly of interest for women. These factors were selected by 27,8% and 38,9% of women. The importance of CSR could be noticed in a different question as well. Figure 23 shows the results of males' and females' votes for the question about the choice between salary and a socially responsible company (CSR).

Male and Female

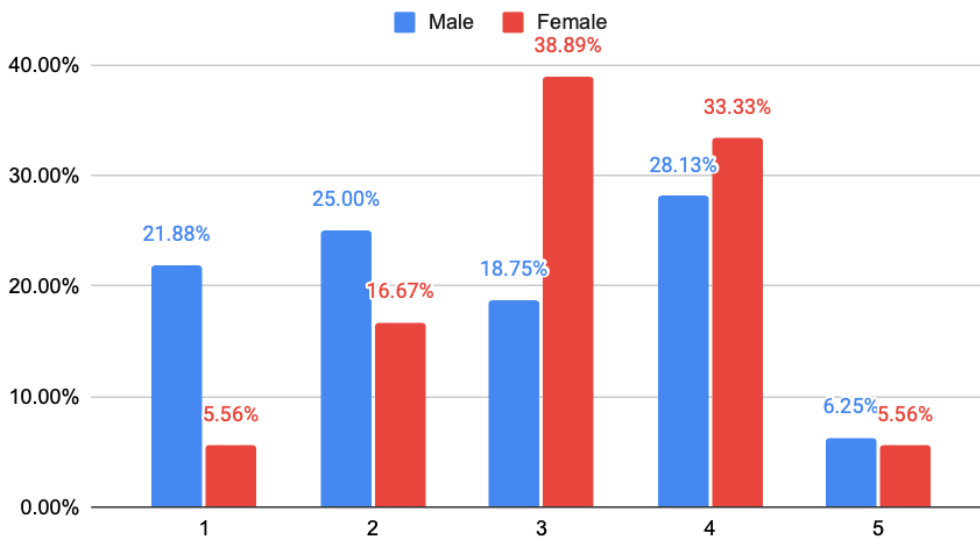


Figure 23. "Difference between males and females in willingness to sacrifice a higher salary for a company that is socially responsible (CSR)"

Figure 23 shows the responses to the survey's question, which was based on a Likert scale, 1 represents a choice with a higher salary, 3 stands for "I do not know" and 5 represents a CSR choice. According to that graph, the importance of CSR is higher for women. Even if point 5 got equal votes from males and females, point 1, which stands for a strong decision in favor of a higher salary, got entirely dissimilar results among males and females. 20,9% of males are willing to sacrifice an offer from a socially responsible company over an offer with a higher salary. Meanwhile, only 5,5% of females participants are ready to choose a salary over social responsibility. Another interesting outcome could be noticed in responses about the importance of negative reviews from ex-workers.

Male and Female

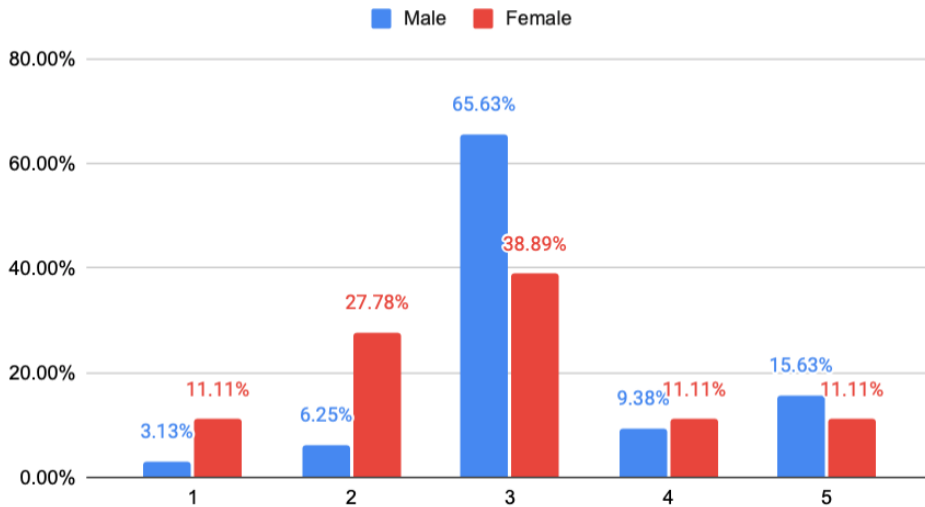


Figure 24. "Difference between males and females in considering negative reviews from previous workers."

Figure 24 demonstrates the vote distribution between males and females. The question asked, did participants would accept an offer from a company if it has too many negative reviews from ex-employees. Point 1 represents a complete rejection from an offer, 3 stands for "I do not know," 5 stands for a complete indifference about negative reviews. Point 5 and 4 distributed the votes relatively equally. However, according to the results, more women would reject an offer if a company has negative reviews. The rest of the responses of males and females were similar. Both genders had the same opinions regarding work-life balance, encouraging employees to develop new ideas and projects, the optimal time working for one company, and the rest survey's questions.

Demographic similarities and differences

This section demonstrates and explains the distribution of votes among participants from different regions. Considering that some countries were lacking representatives, this section includes only regions with four or more representatives among survey participants. Moreover, the author decided to merge African countries, such as Mali, Egypt, and Nigeria, into one group. The final list of considered countries is Africa, America (USA), England (UK), India, Russia, and Spain. The overall responses were extremely similar. All representatives share the same opinion about crucial criteria for choosing a job, crucial corporate culture characteristics, and other questionnaire subjects. However, there are a few exceptions. The question about work-life balance is an expectation. The responses are significantly different. The question includes a statement, "The question is not where am I going to fit in your company, but where are you going to fit in my life" (Bruce Tulgan, 2013). Participants had three options to choose from: agree, disagree, depending on a career stage. Figure 25 demonstrates the differences in responses.

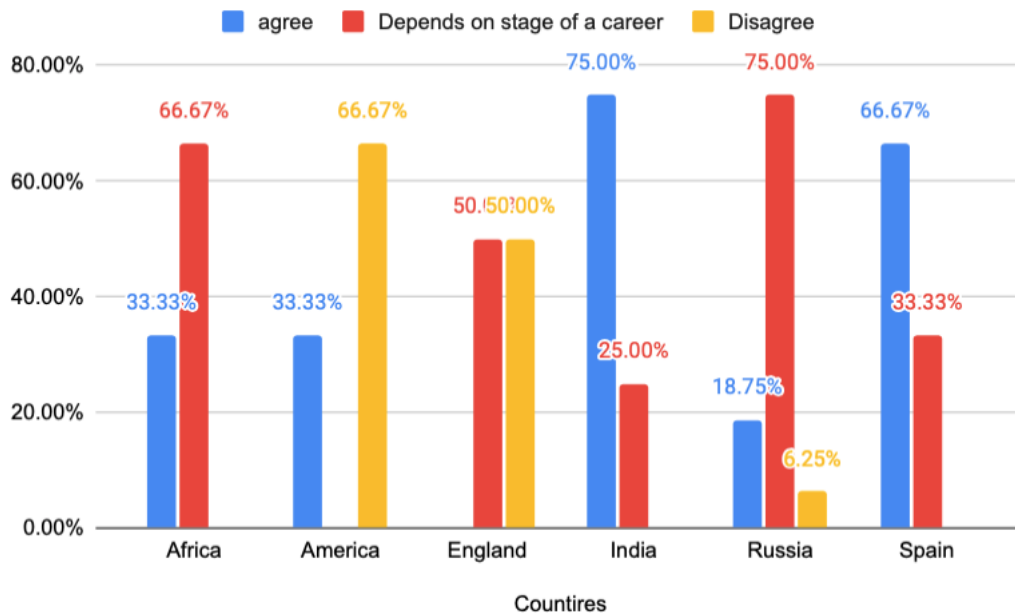


Figure 25. “Differences between regions in work-life ratio”

According to that chart, only Indian and Spanish representatives agreed with the statement and prioritized life over a work. African and Russian representatives believed that the Work-Life rate depends on the current career stage. The opinions from English representatives were divided by half. 50% of English agrees with the opinion that the work-life ratio depends on the career stage. However, another half of the English participants completely disagreed with the statement. The absolute majority of American representatives disagreed with the quote.

Another exception is the question related to encouraging employees to develop new ideas and projects. Figure 26 shows the votes from each region represented.

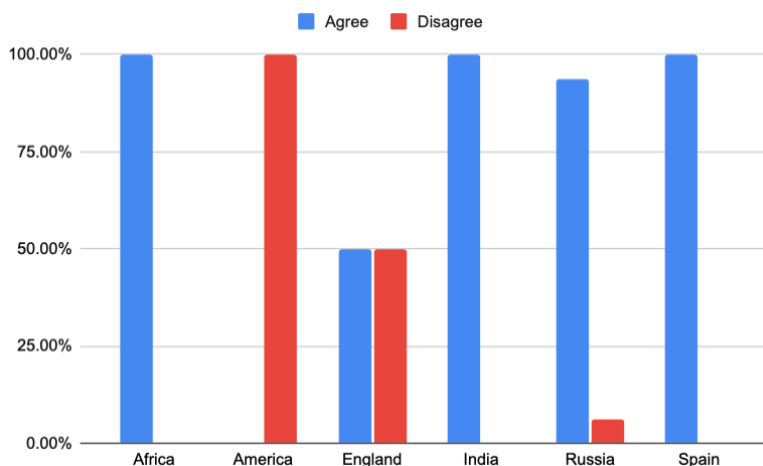


Figure 26. “Differences between regions in employees encouragement for developing new ideas and projects”

Almost every representative agreed with the idea to encourage employees for their initiative. However, American participants completely disagreed with such an idea. Furthermore, opinions from English representatives are divided by 2. The first half agreed to support employees’ inventiveness, and the second half did not.

Age groups similarities and differences

Mainly all age groups have similar opinions. Hence their responses are the same. However, one of the questions has unusual results. The question is about comparing the importance of professional development opportunities and a clear career path.

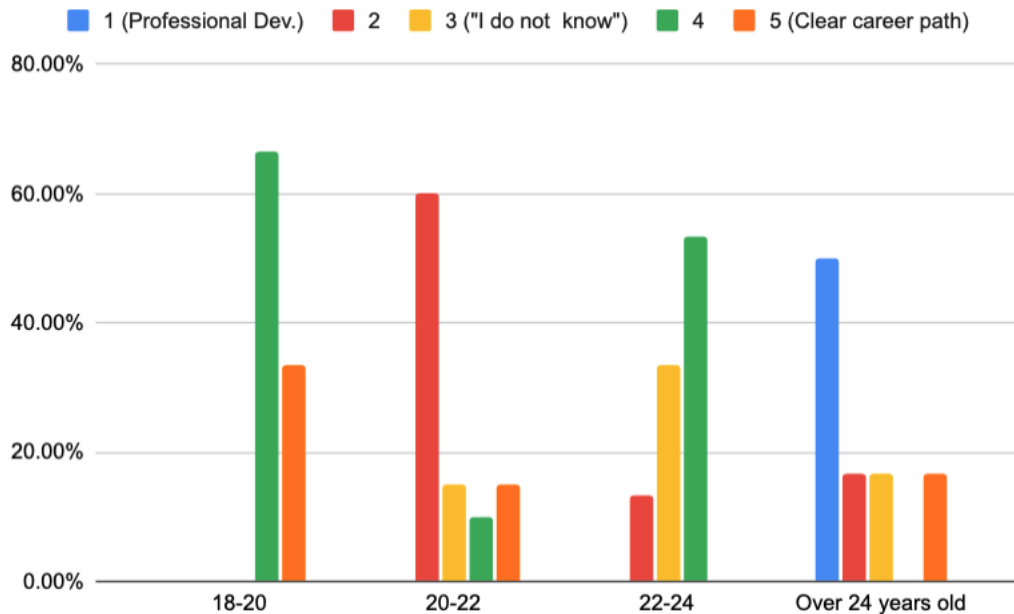


Figure 27. "Differences between age groups in choice between professional development and clear career path"

Every represented age group 18-20, preferred a clear career path over a professional development opportunity. Another age group, which mainly preferred a clear career path is 22-24. However, the votes are not that unambiguous. Some of the representatives would like to see development opportunities. Only the oldest age group, over 24 years old, selected point 1, which stands as a professional development opportunity. Their preferences shifted from a clear career path to professional development. Also, none of the other age groups selected point 1. The change of priorities could explain this pattern due to gaining additional working experience over the years.

4.2 Results of the interviews

Question 1

Is recruiting a challenge? Have you had difficulties finding a candidate?

#1 Interviewee. The first interviewee agrees that hiring employees is a challenge for every company. There are two main reasons for this. The first reason is that not every young employee is ready for the working environment, he/she is not ready to deal with challenges. Also, due to a lack of working experience, their decision-making process leaves much to be desired. According to interviewee's opinion, a suitable candidate should understand working processes, the interaction between departments, and communication with contractors. The scarcity of such candidates makes hiring a challenge.

#2 Interviewee. The second interviewee believes that hiring an employee is a responsibility rather than a challenge. Hiring a new employee, especially an additional one, is a responsible decision. First of all, it requires a certain company's resources,

and secondly, every manager expects him/her to increase the company's performance. Besides, the interviewee highlighted that in their case, the hiring process was complicated due to the necessity to find a candidate in a relatively narrow and specific industry. However, their recruiting strategy focuses not on already developed specialists, but young ones, even without practical experience. The only requirement is being capable of development and training and, most importantly, having the desire for professional development in this industry.

#3 Interviewee. The third interviewee agrees that hiring is a challenge. The interviewee gave two significant reasons, which explain this. The first reason is a scarcity of promising candidates in the labor market. The second reason is the difficulty in attracting and interest them. The most common issues are not satisfied salary, small working team, as a result, not very promising career growth.

Conclusion

Every participant has a personal point of view. For one of them, the challenge in recruiting specialist is finding a suitable candidate. For another interviewee, it is problematic due to a specific industry. For the last interviewee, the major challenge is to attract and interest a candidate. Nevertheless, each of them agreed that hiring is a complicated process, and every one of them faced similar challenges during this process.

Question 2

Do you consider Generation Z as a new generation of promising employees? Is the new generation of workers different from the previous one?

#1 Interviewee. Interviewee recognized new generation Z as promising workers. According to an interviewee's opinion, a new generation has several prominent advantages over the previous generation. The first advantage is their digital capabilities, which can be useful for work tasks. Also, the interviewee appreciates a creative approach to dealing with everyday tasks. The last advantage is a set of values that aim to objectively evaluate the current consumer and create suitable products and services for future generations. However, the interviewee, believes that in terms of core skills set, there are no significant differences.

#2 Interviewee. The second interviewee thinks that the differences between generations are enormously exaggerated. The motivational factors and fundamental values remain the same since humanity could not change dramatically in such a short term. However, interviewee notes some differences. Since these young people grew up in the era of the rapid development of IT technologies, they are very advanced in these aspects. Moreover, Generation Z has non-standard decision making, which could be beneficial for creating a different perspective.

#3 Interviewee. The third interviewee is also considering the new generation Z as promising employees. Interviewee thinks that Generation Z has a new vision, values, and innovative approaches to execute ideas and projects. Moreover, since they are young workers, their desire to stand out, and reach the top, will push companies forward.

Conclusion

Every interviewee considers the new generation as a new generation of promising workers. Moreover, every one of them mentions their new values set, which could be

beneficial. Also, interviewees highlight well-developed abilities related to technologies. Furthermore, their non-standard and creative approach to the decision-making process could open new perspectives for a company.

Question 3

In your opinion, does the workflow require adaptation for the next generation? What do you think needs to be changed?

#1 Interviewee. The first interviewee believes that constant adaptations due to internal and external changes are critical to a successful venture.

#2 Interviewee. The second interviewee has a similar opinion as to the first interviewee. Also, interviewee provides an example of the recent adaptation due to COVID-19 restrictions. With the new rules and restrictions, many companies were forced to transfer employees to remote work. At the same time, it opens new opportunities and sometimes even improves the workers' performance. This is a great example, how adaptation could have a positive impact. According to the interviewee's opinion, the new generation gains a significant competitive advantage with this adaptation since they are more familiar with technologies.

#3 Interviewee. The last interviewee thinks that the workflow does not require a significant change. However, the interviewee accepts minor changes if these would have a positive impact.

Conclusion

Two of the three interviewees accept the importance of adaptation for a new generation. The third interviewee is not ready to make significant changes in a workflow.

Question 4

Are you ready to invest company resources to attract Gen Z employees?

#1 Interviewee. According to interviewee's opinion, employees are the most impactful assets. Investing in a new generation is one of the priority tasks. With proper management, young employees open their potential in a relatively short period.

#2 Interviewee. As was mentioned earlier by this interviewee, hiring a new worker is always an investment.

#3 Interviewee. Interviewee believes that to improve the company's performance, it is always required to invest its resources. Investing in the new generation is a suitable approach to improve an organization.

Conclusion

All three interviewees are ready to invest resources to attract employees from a new Generation Z.

Question 5

In your opinion, how well is your company integrated with technologies? What sources do you use to find employees?

#1 Interviewee. Interviewee considers that the company is sufficiently integrated with new technologies. At the moment, they are using a wide variety of sources for searching for employees. For instance, job-searching websites, recommendations from partner companies, and social networks.

#2 Interviewee. Interviewee uses different ways to find new employees, such as specialized online sources for employee search, specialized social networks such as LinkedIn, and interaction with educational facilities.

#3 Interviewee. Over the past year, their company began to pay additional attention to integration with technologies. Firstly, due to the pandemic and changes in employees' work schedules, they have introduced the Zoom communication system. Secondly, it improves the recruiting process. The primary sources of searching employees are the following: Job-searching websites and recommendations from their partners.

Conclusion

All interviewees' companies are well integrated with technologies. They are using online sources for searching employees, such as job searching websites and social networks. Also, they prefer offline sources, such as recommendations from partners and educational facilities.

Question 6

According to the results of this study survey, the three main criteria for choosing an employer for Gen Z are: salary, professional development opportunities, and a clear career path. For professional development, the new generation prefers Trainings, conferences where employees freely share experiences and mistakes, competitive events among the team (case competition), and the opportunity to work together with a more senior and experienced employee. Which of the above do you think is an effective way for professional development? What are you ready to implement within the company? Are you ready to invest in this?

#1 Interviewee. The interviewee agrees with the importance of providing professional development opportunities. According to the interviewee's opinion, the most effective development methods are competitive activities and an opportunity to work with a more senior and experienced employee. At the moment, interviewee's companies implement only pieces of training as a method for professional development.

#2 Interviewee. Interviewee agrees with the importance of the listed key criteria for selecting a job. However, interviewee also notes that such criteria are universal for all generations, not only for the new Generation Z. At the moment, their company provides training, the opportunity to work with a more senior and experienced employee, and webinars. Moreover, by implementing a CRM (customer relationship management) software, the company developed a competitive element by demonstrating each employee's performance and achievements.

#3 Interviewee. Interviewee thinks that all three key criteria are important in their own way and are suitable exactly for a company in which they are implementable. Interviewee believes that, since their company is middle-sized, the best suitable professional development method is training. Currently, the company annually allocates the budget for providing training sessions for newly arrived colleagues and old ones.

Conclusion

All interviewees agree with the importance of providing the desired criteria for the new generation Z. Moreover, all interviewees' companies provide an opportunity for professional development. The preferred methods vary, depending on the organization, particularly the size of the organization. The Interviewees, who represent middle-sized companies (#1 Interviewee & #3 Interviewee), provide training and an opportunity to

work as a team with a more senior employee. Meanwhile, the second interviewee, who represents a large-size company, also implements a competitive element.

Question 7

Does your company have an internal culture? What attributes fit your culture's description? Do you agree to reshape the company's culture to attract young professionals?

#1 Interviewee. The interviewee describes their corporate culture as: transparent, informal communication, open-minded. Moreover, interviewee, highlights the importance of a robust corporate culture since internal culture has a direct impact on an employee's performance.

#2 Interviewee. Interviewee claims that their internal culture is based on the respect of individuals and identities. At the same time, every worker understands the importance of a close-knit group. The interviewee believes that internal culture depends on two variables. The first variable is the general cultural level of each worker. The second variable is the proper managerial practice.

#3 Interviewee. The last interviewee thinks that due to a company's middle-size and relatively small collective, its culture's critical characteristic should be a close-knit group. Since that person spends most of their time at work, it is essential to create such a working environment that stimulates a productive workflow.

Conclusion

Interviewee's companies have an internal corporate culture. However, the key characteristics are different. Two of the companies have a close-knit group characteristic. The other company developed a culture, which was based on transparency and informal communication. Furthermore, every interviewee, realizes the importance of internal culture and recognizes the positive impact it has.

Question 8

Based on this study survey results, the new generation wants a culture that encourages ideas that directly impact business success. Do you think it is necessary? Are you ready to provide it?

#1 Interviewee. Interviewee claims that employees' encouragement for sharing personal ideas is a well-established managerial practice in their company.

#2 Interviewee. Interviewee claims that an employee, which generates new ideas, is precious for a company. At the moment, the organization developed a program for employees' ideas. If the top management team accepted the idea, the employee responsible for an idea receives a determined amount of resources to execute it. Furthermore, a career path is also based on the outcomes of that idea.

#3 Interviewee. Interviewee appreciates new ideas from employees. Moreover, the interviewee claimed that employees developed many ideas during the COVID-19 pandemic that improved the remote workflow.

Conclusion

Every interviewee's company has already established the managerial practice of encouraging employee's ideas.

5. Conclusion, Framework and Recommendations

5.1 Discovered Patterns

The author of this research discovered various patterns by reviewing existing studies regarding Generation Z and the collected data of these studies' surveys and interviews.

This list includes patterns, an explanation of each Pattern, and an approach to discovering.

№1 Pattern. Salary remains a top tier priority for a new Generation Z.

Some scholars claim that a salary does not play a role in terms of selecting a job (Robert Half, 2015), or that "Gen Z appears to be ... less motivated by money than Gen Y" (Schawbel, 2014). The results of the research demonstrate that these statements are not accurate. According to the results of this research, salary is the essential criteria for selecting a work. Furthermore, such importance demonstrates every major group of participants, such as gender groups, age groups, and regional groups. Also, different studies achieved similar results. For instance, in their research, Hays (2019) stated the salary was the most important criterion and the most effective motivational factor. Furthermore, even Robert Half's (2015) research demonstrates that salary is included in the top-3 most important criteria for selecting a job for Generation Z. Considering these factors, it is safe to say that salary remains a top-tier priority for the new generation.

№2 Pattern. Providing a professional development opportunity is obligatoriness.

Another absolute favorite in terms of criteria for selecting a work is to have a professional development opportunity. The majority of considered research in this study, including the results of this study's survey, shows the importance of professional development opportunities. In some studies, such as Ripple Match (2018), a professional development opportunity was ranked as the top priority for the new generation. Furthermore, professional development remains on the top place as an important criterion among all participants segments of the research, such as gender segment, students of elite educational facilities and students of non-elite educational facilities, STEM and non-STEM segment, and under-represented minority (URM) and Gen Z average segment. This study's survey achieves reasonably similar results. All participant segments ranked professional development opportunity as the second most important criterion for selecting a job.

The considered researches do not provide such information about professional development method preferences, except this study's survey. The most important methods across all participant segments are training and the opportunity to work with a more senior and experienced employee. Some of the methods are preferred only by one of the participant groups. For instance, competition activities are mainly preferred by males. On the other hand, rotational programs are preferred largely by females. Also worth mentioning that the implementation of methods depends on the company itself. For instance, if a company presents a small and middle-sized enterprise (SME), implementing a rotational program would be difficult and not that effective.

№3 Pattern. Online sources for searching for a job

According to the collected primary and secondary data, the new generation prefers to use online sources for searching for a job. The most used ones are job searching websites and an official company website. However, social networks are mainly preferable by the women's group. It does not mean that Generation Z representatives reject offline sources. Some of them still consider job fairs events and recruitment agencies. Nonetheless, the majority prefer online options.

№4 Pattern. The difference between males' and females' representatives of Generation Z is noticeable.

By comparing the responses of males and females, it is possible to observe a difference. Despite the similarity in particular questions, such as "the importance of professional development," many other questions demonstrate differences. Other researchers also notice them. For instance, Ripple Match (2018) report claims that social impact is more significant to women than men. This study's survey has a complete identical result. The same results are also applicable to corporate culture. According to the research, primarily women consider the company's culture. However, the author of this thesis believes that such differentiation could be beneficial for developing the framework. If males' and females' responses match, this could be considered as a truly valuable aspect for the whole generation. Moreover, if the framework would be based on these factors, its effectiveness will increase.

№5 Pattern. The demographics of participants do not significantly influence the results.

Unexpectedly, but the results of responses between different region representers do not have a significant difference. Unfortunately, none of the considered studies provide data-focused on demographic differences.

№6 Pattern. Well-developed entrepreneurial spirit.

Many scholars claim that the new generation Z has a well-developed entrepreneurial mindset. For instance, Addeco, (2015) claims that entrepreneurship is one of the key traits of the whole generation. The survey's results support this statement. The majority of the survey's participants believe that the company should encourage them to develop new ideas and projects, which directly impact a company's success. Furthermore, all main categories of participants have the same opinion. Due to this fact, this could be considered as one of the most valuable factors for generation Z

5.2 Framework

As was mentioned at the beginning, this framework's primary purpose is to improve the interaction between companies and generation Z representatives. As a result, it will attract new employees from generation Z. This framework helps to resolve two business challenges. The first challenge is recruiting. As all interviewees agree, attracting and hiring promising employees is a challenge. This framework was designed to increase companies' attractiveness for a Generation Z. Hence resolves a hiring difficulty. The second business challenge this framework resolves is workflow adaptation and preparation for the upcoming generation. Since many scholars believe that the new generation will bring the most remarkable generational shift for the workplace. (Tulgan,

2013). It is necessary to update a working process, to improve the performance of workers from Generation Z.

The framework aims to provide only optimal suggestions. Therefore, this framework does not suggest increasing the salary, even if it is the essential criterion for generation Z. The reason is that the author believes that there are other approaches with the same effectiveness but with less required resources. This statement is supported by the question 18. This question demonstrates people's willingness to sacrifice a higher salary for a company that provides a professional development opportunity, suitable culture, and a clear career path. Furthermore, since this is the universal framework, all steps and suggestions should be applicable to the majority of companies. Therefore, it does not include suggestions that could be useful only for particular types of companies, such as a rotation program, which could be implemented only by large-enterprises.

Begin to use online sources for searching candidates

At first glance, the relevancy of that suggestion could be questionable. Especially taking into consideration that all interviewees confirm that they are using online sources for this purpose. However, the importance of this method is impossible to overestimate. Since it is a stage where a "journey" (for both employer and employee) begins.

The importance of online sources is due to well-developed digital abilities among generation Z. Representatives of generation Z feel incredibly comfortable using technologies for completing their tasks. One of the possible reasons why all currently available offline sources for searching for a job still exist is due to companies that are not well integrated with technologies. Moreover, according to interviewee results, none of the companies have implemented a list of available vacancies on their websites. Implementing this feature could be beneficial for attracting candidates from generation Z. According to a survey's results, the company's website is one of the most preferred sources for searching for work.

Encourage employees for sharing their ideas

This suggestion is based on two main factors. The first factor is the importance of corporate culture and its' positive impact on the employees' performance. The second factor is a well-developed entrepreneurial trait of Generation Z. Allowing Generation Z employees to develop their ideas and open entrepreneurial potential could be tremendously beneficial for a company. One of the interviewees provided an example, how employees' ideas improved a workflow during the COVID-19 pandemic. Moreover, according to the survey's results, initiative encouragement is one of the most desired characteristics of a company's culture for Generation Z. Furthermore, knowing that suitable corporate culture, with a combination of other working preferences could outweigh a higher salary. Encouraging employees for their ideas could have massive improvements.

Provide a professional development opportunity

Despite the salary, professional development is an absolute winner in all conducted surveys. Professional development is a genuinely essential criterion for Generation Z. Their desire to continually improve working skills and gain new knowledge should be fulfilled by employers.

Moreover, this is beneficial for a company as well, since, in the end, it gets a more experienced and knowledgeable employee. According to the survey, speaking of the most effective method for professional development is an opportunity to work with a more senior and experienced employee. Another method, which deserves attention is training. Last but not least is conferences. Generation Z believes that sharing and discussing experiences and mistakes during these conferences will positively impact professional development.

Creating a “GenZ” environment

According to the results of various studies, Generation Z believes that the most suitable working environment should be based on two main principles. The first one is transparency. It includes transparent communication and transparent relationships with a manager. In theory, it should create trust between subordinates and superiors. The second principle is flexibility. To improve the interaction with generation Z representatives, employers should implement these two principles into the workplace.

5.3 Limitations

As was mentioned earlier, in the methodology section, conducting research about the whole generation raises several challenges and limitations. One of them is a tremendous amount of variables, which could influence the outcomes. There is no physical approach to consider every variable due to an extreme amount of generation Z population, the variety of that population, and each segment of that population's uniqueness.

Moreover, the final number of participants in this study's survey is short. Fifty participants are not enough to collect complete objective data. Furthermore, since the survey was online, the control over participants was insignificant. As a result, the validity of the responses is low. However, the author tried to compensate for it by distributing questionnaires among Geneva Business School students rather than random people. Also, the lack of representatives of some regions, does not allow to make any conclusions about the demographic differentiations.

5.4 Recommendations

Currently, not many studies related to Generation Z working preferences consider gender differences. The surveys (including this study's survey) that considered gender differences demonstrate dissimilar results among genders. This is a result of different values, principles, and goals between genders. In order to discover the exact differences, it requires further investigation. This would be a huge step forward to providing equal and fair working conditions for both genders.

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Appendices

Appendix A) Questionnaire

1. **Gender**
 - a. Male
 - b. Female
 - c. Prefer not to say

2. **Your age**
 - a. Less than 18
 - b. 18-20
 - c. 22-24
 - d. Over 24 years old

3. **Educational level**
 - a. Graduate
 - b. Doctorate
 - c. Secondary education
 - d. Prefer not to say

4. **Do you have working experience?**
 - a. No
 - b. Less than 6 month
 - c. 6-12 months
 - d. 1-3 years
 - e. More than 3 years

5. **In which country are you working in. Please state.**
 - a. <open answer>

6. **What are the main job searching sources for you**
 - a. Job-searching websites
 - b. Social media
 - c. Company's website
 - d. Friends
 - e. Job fairs/Career expo
 - f. Recruitment agencies
 - g. Other

7. **Before applying for the job, do you research the company?**
 - a. Yes
 - b. No

8. **If you above response what corporate information**
 - a. <open answer>

9. **Would you consider working for a company if this has received negative reviews from ex-employees.**
 - a. <Likert Scale>

10. What criteria is most important for you when choosing a job. You can tick more than one option.

- a. Salary
- b. Professional development opportunity (Development of new skills and gaining new knowledge)
- c. Clear career growth
- d. Social benefits
- e. Flexible schedule
- f. Company's culture
- g. Company's social impact
- h. Job Security
- i. Other

11. In your opinion, what of the methods listed below the most suitable for professional development

- a. Trainings
- b. Online-Courses
- c. Seminars
- d. Competition activities (case study competition, design challenges)
- e. Working with a more senior and experienced employee
- f. Conferences, where employees can share and discuss opinions and mistakes
- g. Rotation Program (Horizontal mobility through different departments within a company)
- h. Other

12. Would you be willing to sacrifice a higher salary for a company that is socially responsible (CSR)?

- a. <Likert scale>

13. What is more important, clear professional development opportunities within the workplace or a clear career path?

- a. <Likert scale>

14. What of the following characteristics of corporate culture most important for you?

- a. Transparent communication
- b. Initiative encouragement
- c. Close-knit group
- d. Flexibility
- e. Competition
- f. Other

15. Do you agree that a company's culture should allow employees to develop new projects and ideas ?

- a. Agree
- b. Disagree

16. Thinking of work-life balance, do you agree with the statement? " The question is not where am I going to fit in your company, but where are you going to fit in my life"

- a. Agree

- b. Disagree
- c. Depends on what stage of my career I find myself

17. Using a scale of 1 to 5, 5 being highly agree, how would you value a company that offers a professional development opportunity, a suitable culture, and clear career path over a company which offers higher salary yet little or no professional development?

- a. <Likert Scale>

18. How important is job stability for you?

- a. <Likert scale>

19. How long would do you think is a reasonable time to stay in a company before seeking other professional growth possibilities outside the company?

- a. 1 year
- b. 2 years
- c. 3 to 4 years
- d. 5 or more years
- e. Depends on a wide range of factors

20. What industry sector do you consider the most attractive to work for

- a. <open answer>

Appendix 2) Contest forms

Interviewee contest form #2



Appendix - Consent form

CONSENT TO PARTICIPATE IN RESEARCH

I agree to participate in the research project entitled How to sell a job to a Generation Z undertaken by the researcher named Aleks Kalenov

By signing below, I acknowledge that:

- I have agreed to participate in this study.
- I have been informed of and understand the purpose of this study.
- I understand that I can withdraw from the study at any time without prejudice.
- I understand how the data collected will be used, and that any confidential information will be seen only by the researchers and will not be revealed to anyone else.
- Details relating to anonymity and confidentiality have been explained and I understand these.
- I have had the opportunity to ask any questions.
- With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

Signature: DMITRY KALENOV *DKalenov*

Date: 11.11.2020

The extra copy of this signed and dated consent form is for you to keep.

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Interviewee contest form #2

Appendix - Consent form

CONSENT TO PARTICIPATE IN RESEARCH

I agree to participate in the research project entitled How to sell a job to a Generation Z undertaken by the researcher named Aleks Kalenov

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- Details relating to anonymity and confidentiality have been explained and I understand these.
- I have had the opportunity to ask any questions.
- With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

Signature: _____



Date: _____

08/11/2020

The extra copy of this signed and dated consent form is for you to keep.

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Interviewee contest form #3



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Appendix - Consent form

CONSENT TO PARTICIPATE IN RESEARCH

I agree to participate in the research project entitled How to sell a job to a Generation Z undertaken by the researcher named Aleks Kalenov

By signing below, I acknowledge that:

- I have agreed to participate in this study.
- I have been informed of and understand the purpose of this study.
- I understand that I can withdraw from the study at any time without prejudice.
- I understand how the data collected will be used, and that any confidential information will be seen only by the researchers and will not be revealed to anyone else.
- Details relating to anonymity and confidentiality have been explained and I understand these.
- I have had the opportunity to ask any questions.
- With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

Signature: _____

Date: 13/11/20

The extra copy of this signed and dated consent form is for you to keep.

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Appendix 3) Interviews transcript

Interviewee #1

1. Да, является сложной задачей, потому что не каждый молодой сотрудник готов сталкиваться со сложными задачами, принимать сложные решения для развития компании, тк в нынешней ситуации накопленные знания на основе прошлых выводов, пройденные кейсы не так актуальны что бы выполнять поставленные задачи в короткий срок. Опираясь на стратегическое планирование, компании необходимо постоянно корректировать рабочие процессы и решения сложных бизнес задач в команде опытных профессионалов. Умение видеть общую картину и понимать системные процессы. Так же, взаимодействие отделов и департаментов внутри компании и контроль интеграции с контрагентами и взаимодействие с государственным аппаратом в отдельно взятой отрасли. Сотрудники нацеленные на результат — редкость, поскольку это требует настойчивости и терпения. Здесь важно в установленные сроки с имеющимся ресурсам принимать эффективные решения и брать на себя ответственность. На данный момент, на рынке труда кандидаты хотят получать стабильную зарплату и выполнять отведенные им функции , не прилагая при этом дополнительных усилий и дополнительной работы не касающейся их прямых обязанностей. Да с этой сложностью сталкиваются абсолютно любая компания, так как компетентных людей сейчас не так много.

2. Да, конечно, поколение Z хорошо ориентируется в Digital секторе и может привнести глоток свежего воздуха и многому научить олдскульных управленцев. Они очень хорошо знают и чувствуют продукт и могут креативно подойти к решению обыденных задач. Их взгляды и ценности направлены на объективную оценку нынешнего потребителя и создание подходящих продуктов и услуг будущим поколениям. Новое поколение отличается от предыдущего не обладая иными ценностями и приоритетами умениями и взглядами на разного рода проблемы и их решения, что касается хард скилс кардинальных отличий не наблюдается.

3. Это зависит от основной цели и миссии компании куда она движется и как себя позиционирует. Какие каналы взаимодействия и привлечения с потребителям использует. Хочет ли она выращивать потребителя который будет идти с ней на протяжении длительного периода времени ли она дает потребителю большую ценность улучшая его, повышая его доход и уровень жизни. В такой компании безусловно требуется менять, улучшать и использовать инновации новые технологии, адаптируя это под текущее бизнес процессы используя системный подход. Замена кадров новыми перспективными специалистами, обучение и передача опыта — неотъемлемая часть развития успешной компании.

4. Человеческий ресурс в системе компании это самое важное звено и инвестировать в новое поколение одна из приоритетных задач, которая, через сравнительно непродолжительное время, дает свои плоды при умелом управлении.

5. Компания в достаточной мере интегрирована с новыми технологиями, конечно же есть куда расти, и это практически в каждой сфере наблюдается. Источники для привлечения сотрудника на данный момент абсолютно разные, как и всем

известные хантеры. Рекомендации от сторонних компаний, социальные сети, профильные сообщества, платформы по размещению и записи видео-резюме.

6. В первую очередь основной критерий — это большое непреодолимое желание роста, как профессионально, так и в личностном плане (тренинги, целевые мероприятия, чтение профильной литературы и отвлеченной классики и истории, умение из большого объема информации непредвзято выделять суть). Нацеленность на результата, соревновательный дух, желание победить, коммуницируя с более профессиональными, опытными и эффективными сотрудниками. Которые показывают сверхрезультат, впитывания знания следует моментально использовать на практике, анализируя и корректируя действия, пробуя использовать новые методы.

7. Комфортные условия труда, мягкое взаимодействие, неформальное общение и открытое проговаривание текущего положение дел. Не боязнь высказывать свою точку зрения и оценки друг друга, понимание кто и когда может взять или поручить текущую задачу подходящему к этой роли единице. Очень важно на разных уровнях информировать о текущем состоянии. Сотрудники знающие что происходит внутри компании и на рынке взаимодействуя с контрагентами, при условии упорной работы, могут дать отличный результат и превзойти конкурентов. Да, конечно, это вытекающее из предыдущего.

8. Всегда есть необходимость кардинального изменения культуры ради предпочтений молодого поколения. Но на данный момент все самые преуспевающие компании, в разных секторах экономики, занимающие лидирующие позиции, используют именно ту культуру, в которую стремятся попасть самые лучшие, в том числе и молодые, перспективные специалисты. Их желание зачастую совпадает с предложением уже хорошо работающей культуры.

Interviewee #2

1. Принятие на работу нового сотрудника всегда очень ответственное решение. Новый человек в коллективе, особенно небольшом, это всегда определенные риски. К тому же прием каждого нового, особенно дополнительного сотрудника, требует определенных ресурсов компании. Как правило при приеме нового, особенно дополнительного сотрудника на него возлагаются надежды не только на закрытие каких то текущих потребностей компании, но и стоит задача повысить эффективность рабочих процессов. Поэтому это всегда сложный и ответственный процесс. В нашем случае поиск новых сотрудников осложнен тем, что найти на рынке труда специалистов в достаточно узкой сфере дробления и сортировки непросто, можно сказать задача всегда стоит не столько найти готового специалиста, сколько найти молодого специалиста, пусть без практического опыта, но способного к развитию и обучению и самое главное имеющего желания профессионального развития в этой сфере.

2. Я бы не преувеличивал сильно разницу между поколениями, особенно в такой краткосрочной перспективе, человечество так быстро кардинально не меняется, основные ценности и мотивы остаются прежними, но определенную разницу я могу отметить: эти молодые люди выросли в эпоху бурного развития IT технологий, интернета, они очень продвинуты в этих вопросах, мобильны и нестандартны в принятии многих решений, также на период их взросления

прошли многие моменты глобализации, у них понятия государственных границ в мышлении очень размыты, это значительно снимает многие ограничения при принятии ими тех или иных решений и идей.

3. На этот вопрос я отвечаю так, в нашей жизни никто никому не должен, жизнь это непрерывный процесс развития, жизнь любой компании это непрерывный процесс развития, те компании, в которых процесс развития остановился как правило в итоге уходят с рынка, очень часто процесс развития сопровождается ошибками, от них никто не застрахован, но я считаю это нормальным процессом. Сейчас жизнь перед всеми нами поставила серьезные испытания, в виде многих ограничений, связанных с пандемией COVID, но вместе с этим перевод многих сотрудников на удаленную работу открыл перед многими и работодателями и сотрудниками многие новые возможности. Многие убедились, что в ряде случаев удаленная работа не повлияла на эффективность работы, а в ряде случаев вообще продемонстрировала положительный эффект. Так вот у поколения Z возникают значительные конкурентные преимущества!!! Уверен многие работодатели это оценят, а молодые сотрудники смогут правильно воспользоваться своим конкурентным преимуществом на рынке труда.

4. Прием нового сотрудника, особенно молодого специалиста это всегда инвестиция!!!! Понимание этого всегда присутствует. Мы всегда понимаем, что будет необходимо его обучение, например мы активно используем инструмент наставничества, когда молодой специалист закрепляется за опытным сотрудником для которого применяются разные мотивационные инструменты, стимулирующего характера, для обучения закрепленного за ним молодого нового сотрудника.

5. Мы используем разные способы поиска новых сотрудников, это и специализированные информационные ресурсы по поиску персонала, специализированные социальные сети типа LinkedIn, взаимодействие со специализированными образовательными учреждениями.

6. Перечисленные Вами критерии поиска работы являются базовыми для любого человека. Инструменты для профессионального роста, которые Вы перечислили это очень правильные и современные инструменты. Мы активно применяем в своей работе различные тренинги, которые не только повышают уровень профессионализма, но и являются эффективным инструментом для сплочения команды, повышают навыки командной работы. Последнее время активно участвуем на различных обучающих вебинарах по различным узким направлениям. Например вебинары по использованию Bitrix 24, нашей системы CRM. Так что новым сотрудникам у нас точно скучно не бывает. Кстати соревновательность сотрудников поддерживается развернутая в компании система CRM, которая наглядно демонстрирует достижения каждого сотрудника и определяет лучшего в текущем периоде.

7. У нас относительно небольшой и сплоченный коллектив профессионалов, в котором работают люди разного возраста и пола. Каждый член коллектива это отдельная личность, со своими индивидуальными особенностями. Мы ценим индивидуальность каждого в отдельности и уважаем интересы каждого, но вместе с этим у каждого у нас имеется понимание того, что мы команда, имеем общие цели и задачи, которые мы можем решить исключительно командой, используя по

максимуму компетенции каждого. Считаю, что атмосфера в коллективе во многом зависит от уровня культуры и воспитания каждого в отдельности и от грамотной политики руководителя, который должен как никто знать все сильные и слабые стороны сотрудников, ставить задачи каждому в рамках его компетенций.

8. Лично для меня, как руководителя, всегда приятно видеть инициативного сотрудника, генерирующего новые идеи, всегда стараюсь внимательно выслушать идею и если я с ней не согласен, пытаюсь аргументировано объяснить свою позицию почему не согласен, выслушать контраргументы, если мои возражения не воспринимаются, но при этом требуемые ресурсы для реализации незначительны, то в большинстве случаев я дам возможность реализовать сотрудником его идеи. Само собой, если я с Идеей сотрудника согласен, то ему безусловно будут выделены необходимые ресурсы, будут согласованы мотивационные инструменты, при положительном результате проекта, и сотрудник, ответственный за Идею, будет назначен руководителем своего проекта. Вот из такой работы и вытекает так ожидаемый поколением Z карьерный рост. Поэтому самое главное для поколения Z понять, что в большинстве случаев от них во многом всё и зависит.

Interviewee #3

1. Да, является сложной задачей найти перспективных сотрудников. Во-первых, их очень мало на рынке труда, во-вторых, заинтересовать их тоже бывает сложно, или зарплата не устраивает или что коллектив небольшой и уже нет такой возможности увеличения профессионального и карьерного роста.

2. Да, я вижу поколение Z, как новое поколение именно перспективных сотрудников, потому что у них новое видение, новые взгляды и новые понимания к подходу в реализации данных вопросов и задач. Стремление выделиться, стремление быть всегда первым и быть задействованным в соревновательный процесс, вот что приводит в движение компанию идти вперед.

3. По-моему мнению, рабочий процесс не должен сильно видоизменяться, но если есть интересные решения, которые поддерживает большая часть коллектива, то я считаю что можно и изменить немного сам рабочий процесс. Чтобы он был интересным и вдохновляющим для всех нас!

4. Да, конечно готова инвестировать ресурсы, для привлечения новых сотрудников, потому, что решение новых задач, подразумевает под собой какие-либо инвестиции, или изменение того и другого!

5. Наша компания, за последний год, стала выделять огромное внимание для интегрирования технологий. Во-первых, это связано с пандемией и с изменением графика работы сотрудников, мы внедрили систему Зум общения и Зум переговоры, а так же проводить интервью с перспективными и потенциальными сотрудниками для нашей компании. Используя при этом максимально возможные ресурсы, как интернет- площадки или поиск через своих партнеров.

6. Я думаю, что все три главные критерии важны по-своему и подходят именно для той компании, в которой они применимы. Для нашей компании, которая является небольшой, самая применимая технология — это тренинги, на которые мы ежегодно выделяем бюджет, как для вновь прибывших коллег так и для старых.

7. Да, любая компания должна иметь внутреннюю культуру и, как я уже говорила, наша компания является небольшой, и коллектив - это как семья, ведь так важно быть вне дома и вне семьи, но как дома и как в семье!! Человек большую часть своей жизни тратит на работу и ее процесс, очень важно быть в комфорте и спокойствие, для продуктивной и полноценной работы.