GEN Z CARES MORE ABOUT THE HUMAN ELEMENT THAN ANYTHING ELSE IN THE WORKPLACE

GEN Z (b.1995-2002) are arguably the first true digital natives in the workplace. But that doesn’t mean they only want to interact with screens.

In our survey of 4,093 respondents, Supportive Leadership and Positive Relationships at Work ranked as Gen Zers’ top two most important factors to consider in a job.

### JOB FACTORS RANKED IN ORDER OF IMPORTANCE
**BASED ON “CHOOSE YOUR TOP THREE”**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supportive leadership</td>
<td>1</td>
</tr>
<tr>
<td>Positive relationships at work</td>
<td>2</td>
</tr>
<tr>
<td>Scheduling flexibility</td>
<td>3</td>
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<tr>
<td>Comfortable workspace</td>
<td>4</td>
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<tr>
<td>Chance to learn real skills</td>
<td>5</td>
</tr>
<tr>
<td>Meaningful roles &amp; responsibilities</td>
<td>6</td>
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<tr>
<td>Opportunities to be promoted</td>
<td>7</td>
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<tr>
<td>Extra pay for going the extra mile</td>
<td>8</td>
</tr>
<tr>
<td>Convenient location</td>
<td>9</td>
</tr>
<tr>
<td>Autonomy and creative freedom</td>
<td>10</td>
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</tbody>
</table>
Of those who chose to provide further detail in the form of open-ended responses, a whopping 41% reiterated the value of the human element.

**SIGNIFICANT OPEN-ENDED RESPONSES**
TOTAL: 836

- Human Element: 41%
- Equality & Inclusivity: 6%
- Compensation & Benefits: 4%
- Strong Management: 3%
- Training & Development: 13%
- Passionate About or Likes Work: 22%
- Other: 11%

Mutual respect, gratitude, and recognition between coworkers and leadership was a recurring theme throughout the data.

**BREAKDOWN OF HUMAN ELEMENT RESPONSES**

- Boss-related: 28%
- Coworker-related: 15%
- Respect, recognition, gratitude: 13%
- Mental health support: 6%
- Other / General: 22%
Issues related to equality and inclusivity were the second most-represented in open-ended responses. 74% of these responses mentioned the importance of “equal” or “fair” pay, with a noted emphasis on gender pay equity.

This data further reinforces the importance of the human element to Gen Z - they would rather see pay fairly distributed among all employees than to individually receive extra pay for extra effort.
In addition to choosing their top three job factors, respondents rated each factor individually:

**SUPPORTIVE LEADERSHIP**
- Not Important At All: 1%
- Nice But Don’t Need It: 3%
- I Would Like to Have It: 18%
- I Would Love to Have It: 23%
- Won’t Take the Job Without It: 56%

**POSITIVE RELATIONSHIPS AT WORK**
- Not Important at All: 1%
- Nice But Don’t Need It: 4%
- I Would Like to Have It: 15%
- I Would Love to Have It: 27%
- Won’t Take the Job Without It: 53%

**SCHEDULING FLEXIBILITY**
- Not Important at All: 1%
- Nice But Don’t Need It: 6%
- I Would Like to Have It: 24%
- I Would Love to Have It: 23%
- Won’t Take the Job Without It: 46%
THE VOICE OF GENERATION Z
WHAT POST-MILLENNIALS ARE SAYING ABOUT WORK

JOB FACTOR RATINGS

COMFORTABLE WORKSPACE
- 0% Not Important At All
- 5% Nice But Don’t Need It
- 22% I Would Like to Have It
- 46% I Would Love to Have It
- 27% Won’t Take the Job Without It

CHANCE TO LEARN REAL SKILLS
- 0% Not Important at All
- 4% Nice But Don’t Need It
- 16% I Would Like to Have It
- 24% I Would Love to Have It
- 56% Won’t Take the Job Without It

MEANINGFUL ROLES & RESPONSIBILITIES
- 1% Not Important At All
- 5% Nice But Don’t Need It
- 18% I Would Like to Have It
- 28% I Would Love to Have It
- 48% Won’t Take the Job Without It
THE VOICE OF GENERATION Z
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JOB FACTOR RATINGS

**OPPORTUNITIES TO BE PROMOTED**
- Not Important at All: 1%
- Nice But Don’t Need It: 5%
- I Would Like to Have It: 23%
- I Would Love to Have It: 51%
- I Won’t Take the Job Without It: 20%

**EXTRA PAY FOR GOING THE EXTRA MILE**
- Not Important At All: 4%
- Nice But Don’t Need It: 1%
- I Would Like to Have It: 33%
- I Would Love to Have it: 47%
- Won’t Take the Job Without It: 15%

**CONVENIENT LOCATION**
- Not Important At All: 9%
- Nice But Don’t Need It: 1%
- I Would Like to Have It: 28%
- I Would Love to Have It: 42%
- Won’t Take the Job Without It: 20%
THE VOICE OF GENERATION Z
WHAT POST-MILLENNIALS ARE SAYING ABOUT WORK

JOB FACTOR RATINGS

AUTONOMY AND CREATIVE FREEDOM

- Not Important at All: 13%
- Nice But Don’t Need It: 27%
- I Would Like to Have It: 49%
- I Would Love to Have It: 10%
- Won’t Take the Job Without It: 1%

OUR RESEARCH PROCESS

OUR DATA was gathered from June – July 2018 by the RainmakerThinking Summer Intern Research Team, themselves members of Generation Z. They administered the survey both in-person and online, gathering answers from a total of 4,093 respondents, aged 16 – 23. In addition to rating and ranking job factors, survey respondents wrote in answers about what matters to them in a job.

Our Research Team also conducted 43 interviews with interested respondents, both in-person and online. You can watch highlights here.
RainmakerThinking, Inc. is a management research, training and consulting firm and the leading authority on generational issues in the workplace, founded in 1993 by best-selling author Bruce Tulgan.

We continue to lead three longitudinal workplace studies:

- **The Generational Shift in the Workforce** (since 1993): Monitoring the impact of generational change
- **Leadership, Management, and Supervision** (since 1995): Cataloguing management challenges and the best tools and techniques for solving those challenges
- **Human Capital Management** (since 1997): Cataloguing best practices in staffing, recruiting, selection, performance management, rewards, retention, succession planning, and leadership development

Hundreds of thousands of individuals from hundreds of different organizations have participated in our research since 1993.

Based on these ongoing studies, we have provided custom research, training, and consulting services for more than 400 different organizations ranging from the United States Army to Wal-Mart. We have produced 20 books, hundreds of articles, and have been the subject or source for thousands of news stories around the world.

**CONTACT US**

Interview clips and highlights from this survey are available on our [YouTube channel](https://www.youtube.com).

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