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Generational Differences in Organizational Culture

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Generational Changes in Organizational Culture

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Abstract

The following theses will discuss the differences of the current generations in the modern-day workforce (2018) and what Millennial and Generation Z leaders will need to focus on to retain and engage future and current top talent in their respective industries. The research opinion will be formulated by the following questions: Which styles of leadership do Generation Z and Millennials desire in order to obtain maximum engagement and organizational loyalty? And, What motivates Millennials and Generation Z employment seekers to accept a job and stay at their respective organization aside from monetary compensation? The featured participants for the research will all fall into the Millennial and Generation Z age categories which are currently set between the age range of 18-37. The methods being used for data collection will be a qualitative approach of both survey and interview questions with a minimum of 75 total participants. Data analyses will be done by the researcher and will be broken down into survey results and interview results, trends will be annotated, and patterns will be evident from the survey responses. Upon the completion of research leaders will have information to determine what they could offer or do better in order to retain workers from the Millennial and Generation Z workforce along with further insight of what younger leaders can provide to their own employees.

Research Questions:

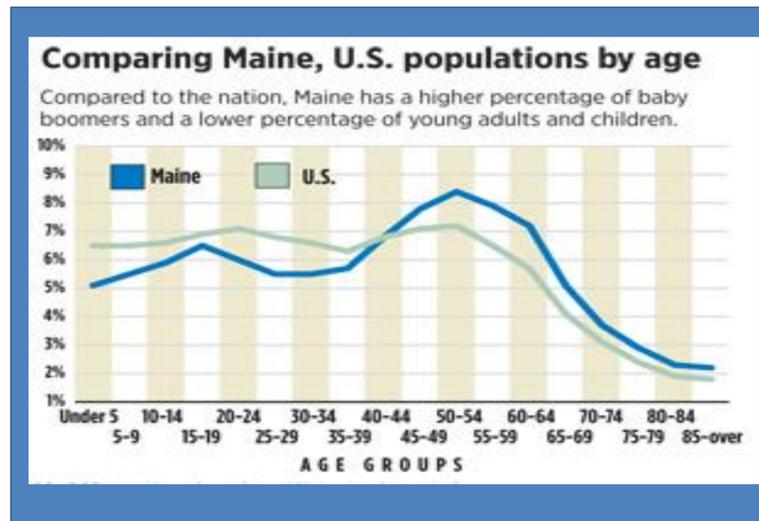
1. Which styles of leadership do Generation Z and Millennials desire in order to obtain maximum engagement and organizational loyalty?
2. What motivates Millennials and Generation Z to accept a job and stay at their respective organization aside from monetary compensation?

Importance of Study:

Currently, Maine is the oldest state in the nation with a median age of 46. It is important to retain and hire young talent in Maine's aging workforce. Understanding what Gen Z and Millennials desire in a company can help revitalize and strengthen Maine's economy in the future.

Methods

- There were six interview participants who answered a series of questions to determine what they valued most in the workplace. The answers from the interview questions were analyzed and common themes were pulled out for a measurement in qualitative data.
- Aside from the interviews there was also survey research with a series of questions. There were 76 survey responses, the data collected from the survey was analyzed and used for quantitative and qualitative results.



U.S Census Data

What We Already Know:

- Millennials and Generation Z are more of an "instant generation" this can factor into a multitude of different workplace scenarios. For example annual reviews, incentives and work life balance.
- Millennials and Generation Z thrive on technology. Having the proper equipment at their work station is imperative.
- Flexibility and work life balance is crucial to younger generations, what companies do to entice younger generations to remain loyal to their organization can be related to this.
- Advancement and progression are important to younger generations, they generally do not want to wait a long period of time for promotions and growth.

Survey Results:

- Fortunately 84% of the people included in the survey stated that had the proper technology to effectively complete their job duties.
- Feedback is more common when there was a mistake made opposed to feedback given for a job well done.

Interview Results- Statements of Interest:

"I don't know how I will ever retire"
 "I am just focusing on paying off my student loans"
 "I love that my organization trusts me, and lets me make decisions."
 "work life balance is important when selecting my next employer"

Discussion & Conclusion

- Much of my work is in agreeance to current literature on the subject. However, my study is more focused on Maine and I believe there is much opportunity for improvement in the workplace in order to retain a younger workforce for Maines future economic growth.
- It was surprising to find that many participants were not concerned with medical benefits when factoring their compensation. It may be an opportunity to determine if participants are still on their parents health plan.
- From the data collected it was evident that the participants wanted a flexible workplace where their leadership gives them frequent feedback in a supportive nature.
- As far as what is motivating younger generations it appears there are multiple factors aside from monetary compensation. Development and growth opportunity within their organization was important along with a work life balance. Another common theme was the ability to pay off student loans.

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References

[https://www.census.gov/programs-surveys/popest.html?intcmp=serp.](https://www.census.gov/programs-surveys/popest.html?intcmp=serp)