

# Generation Z and Their Workplace Expectations: A Study in The Sribhumi District of Assam

<sup>1</sup>Shahima Roushon, <sup>2</sup> Dr. Habibur Rahman Laskar

<sup>1</sup>Phd Scholar, <sup>2</sup>Senior Assistant Professor

<sup>1</sup> Department of Business Administration,

<sup>1</sup> Assam University, Silchar, India

<sup>1</sup>[mail2shahima@gmail.com](mailto:mail2shahima@gmail.com), <sup>2</sup>[habibmba@yahoo.com](mailto:habibmba@yahoo.com)

**Abstract**— Workplace expectations among Generation Z have become an important area of study as this generation is entering the workforce with a distinct set of expectations and values that differ significantly from previous generations. Understanding their workplace expectations is important for organizations aiming to attract and retain this new generation of employees. This study aims to explore the workplace expectations of Generation Z, identify the factors that influence their work performance, and examine how organizational culture impacts their overall productivity and engagement. Although various studies have been conducted globally on Generation Z, there is limited research that exists in the Indian context, particularly in the North-Eastern region. This study is based on primary data collected through a structured questionnaire from Generation Z respondents across various sectors within the Sribhumi district of Assam. The findings of this study aim to enrich the existing literature on generational work preferences and offer meaningful insights for employers, educators, and HR professionals, helping them adapt workplace practices to better meet the evolving needs and expectations of Generation Z.

**Keywords:** Generation Z, Workplace expectations, Work Performance, Organizational Culture.

## I. INTRODUCTION

The entry of Generation Z into the workforce has introduced new dynamics in organizational settings across the globe. This generation, born between 1997 and 2012, is often described as technologically proficient, highly connected, and socially conscious (Schroth, 2019). Unlike previous generations, Generation Z exhibits unique work preferences, including a desire for job stability, ethical leadership, flexibility, and meaningful tasks that align with personal values (Francis & Hoefel, 2018). Their early exposure to digital technologies has not only shaped their communication styles but also their expectations from employers and the workplace environment.

Organizations are increasingly recognizing the need to adapt their management styles, work environments, and organizational cultures to attract and retain Generation Z employees. Research suggests that this generation is motivated by opportunities for growth, regular feedback, collaborative work cultures, and clear communication. They value psychological safety, mental well-being, and work-life balance more than monetary rewards alone. As a result, understanding their workplace expectations is essential for ensuring both employee satisfaction and organizational effectiveness.

However, most existing literature on Generation Z has concentrated on the urban or corporate sectors of developed countries. There is limited scholarly attention given to regional or culturally diverse districts, such as those in the Indian context. In regions like the Sribhumi District of Assam, where social, cultural, and economic factors significantly influence workplace practices, there is a pressing need to explore how Generation Z navigates their professional environment, what influences their performance, and how organizational culture affects them.

This study, therefore, aims to investigate the workplace expectations of Generation Z in Sribhumi District, the factors influencing their work performance, and the role of organizational culture in shaping these outcomes.

## II. LITERATURE REVIEW

### Preferences for Career Development, Financial Security, and Stability of Generation Z

Generation Z consistently places a high value on job security, financial stability, and opportunities for continuous learning. In Romania, they prefer stable jobs in large corporations over entrepreneurship. They appreciate mentorship, informal yet structured office environments, and authentic face-to-face interactions, while remaining open to flexible work settings. They are pragmatic yet optimistic about their careers (Mărginean, 2021).

Similarly, Generation Z prioritizes career advancement, substantial income, and job security when selecting jobs. They prefer collaborative, open-space environments and value continuous learning, communication, and problem-solving skills. Despite expecting to work harder than earlier generations, they maintain realistic salary expectations and aim for either career progression within organizations or entrepreneurial pursuits (Christina, 2016). Generation Z prefers economic benefits, career development, and flexible work environments.

(Maioli, 2016). This study highlights a gap between Gen Z's expectations and traditional organizational practices, especially in recruitment, training, and retention methods. There is a gap between Generation Z and traditional companies, especially in terms of career progression, leadership opportunities, and flexibility, highlighting the need for personalized talent management approaches and learning opportunities to align with Gen Z values (Kraght & Brøndum, 2025). Generation Z prioritizes salary, workplace environment, and work conditions when evaluating job options. However, these factors do not significantly enhance their work motivation, suggesting a complex relationship between what Gen Z seeks and what actually drives their performance (Novel & Tresna, 2025).

## Work-Life Balance and Flexible Work Structures for Generation Z

Work-life balance emerges as a critical expectation for Gen Z across various studies. Gen Z demands flexible schedules and meaningful work that aligns with their personal values, including corporate responsibility and environmental awareness (Jayatissa, 2023). A positive work environment and bonuses are motivating factors for Generation Z, while low pay, lack of development opportunities, and toxic environments act as major demotivators. They emphasize work-life balance, job satisfaction, mental health, meaningful jobs, and empathetic leadership more than Gen Y (Ragin-Skorecka et al., 2024).

The pandemic intensified Gen Z's emphasis on mental health and flexible work, with a strong desire for empathetic leadership and adaptable work models. They value clear feedback, mentorship, and reject toxic or rigid workplace structures, expecting leaders to be ethical and growth-oriented (Robertson, 2023).

## Technological Adaptability and Communication Preferences of Generation Z

As digital natives, Generation Z's workplace expectations are deeply rooted in technology usage and innovation. Gen Z's work perception is shaped by technology, and while they are tech-savvy multitaskers, they also seek ethical workplaces that promote creativity and feedback (Bulut, 2021). While being highly proficient with technology, Gen Z remains aware of the negative effects of technology. They distinguish between personal and professional communication styles and are concerned about maintaining work-life boundaries. They follow workplace norms like using email but prefer instant messaging for personal use, suggesting future changes in communication practices (Janssen & Carradini, 2021).

Gen Z is a multitasking generation that appreciates autonomy and innovation. However, most companies are making only incremental changes to accommodate their preferences, rather than adopting bold new strategies. Furthermore, documentation of these efforts is limited, which hampers transparency (Bieleń, & Kubiczek et al., 2020).

## Leadership Approaches and Motivational Factors Valued by Generation Z

Gen Z seeks leaders who are understanding, supportive, and who offer continuous growth. They reject traditional authoritative roles in favor of approachable leadership. They also experience emotional challenges like fear of failure and a need for validation, often requiring external motivation (Hutanu et al., 2020). Gen Z values mentorship and leaders who display vulnerability and empathy, preferring direct feedback and inclusive work environments (Robertson, 2023).

HR professionals in Romania acknowledge the importance of tailoring leadership and communication styles to harness Gen Z's potential effectively (Racolța-Paina & Irini, 2021). Leadership engagement must include clear communication, support, and regular feedback. However, there is often a mismatch between Gen Z's need for guidance and managers' expectations of independence, which can reduce job satisfaction. Peer comparisons and leadership styles also influence their workplace learning (Jensen, 2021).

## Generation Z's Perspectives on Workplace Culture, Diversity, and Ethics

Gen Z's workplace expectations also include alignment with organizational values such as diversity, transparency, and social responsibility. Gen Z's preference for ethical, diverse workplaces that support innovation and collaboration (Bulut, 2021). Gen Z seeks recognition, creative freedom, and a positive work atmosphere, often favoring private or mid-sized firms that offer flexible conditions (Baša et al., 2023). Benefits such as gender equality, healthcare, and access to advanced technology are important in fulfilling Gen Z's expectations, while also emphasizing the role of military experience and education in shaping these expectations (Kupczyk et al., 2023).

However, Gen Z's lack of prior experience and idealistic job views requires employers to implement onboarding strategies, growth mindset development, and realistic communication to integrate this generation effectively and reduce turnover (Schroth, 2019). Thus, Gen Z values a collaborative and social work environment, aiming to achieve happiness and personal goals through teamwork and self-development (Ozkan & Solmaz, 2015).

## III. OBJECTIVE OF THE STUDY

1. To study the workplace Expectations of Generation Z in the Sribhumi District of Assam.
2. To study the factors influencing the work performance of Generation Z in the Sribhumi District of Assam.
3. To study the influence of organizational culture on the work performance of Generation Z in the Sribhumi District of Assam.

## IV. HYPOTHESES OF THE STUDY

1. Workplace expectations of Generation Z are not significantly different.
2. The factors influencing the work performance of Generation Z are not significantly different.
3. The influence of organizational culture on Generation Z's work performance is not significantly different.

## V. METHODS

The study is based on primary data collected from 210 respondents, comprising both students and employed individuals in the Sribhumi District of Assam. The respondents were selected using Simple Random Sampling, and data was gathered through a structured questionnaire. An appropriate sample size at a 95% confidence level was considered for the study. The data was analysed using one-sample t-tests to evaluate Generation Z's workplace expectations, the factors influencing their work performance, and the impact of organizational culture on their work performance in the Sribhumi District of Assam.

## VI. DATA ANALYSIS AND RESULTS

In order to fulfil the objective of this research, a structured questionnaire was prepared and distributed among students and working professionals belonging to Generation Z in the Sribhumi District of Assam. The Demographic profile of the respondents is given below:

### Demographic Profile:

**Table 1: Gender of the respondents**

Gender	Frequency	Percent
Male	126	60.0
Female	84	40.0
<b>Total</b>	<b>210</b>	<b>100.0</b>

Table 1: This table shows the gender of the respondents, where 60 percent of the respondents are male and 40 percent of the respondents are female.

**Table 2: Current status of the respondents**

Status	Frequency	Percent
Employed	122	58
Students	88	42
<b>Total</b>	<b>210</b>	<b>100.0</b>

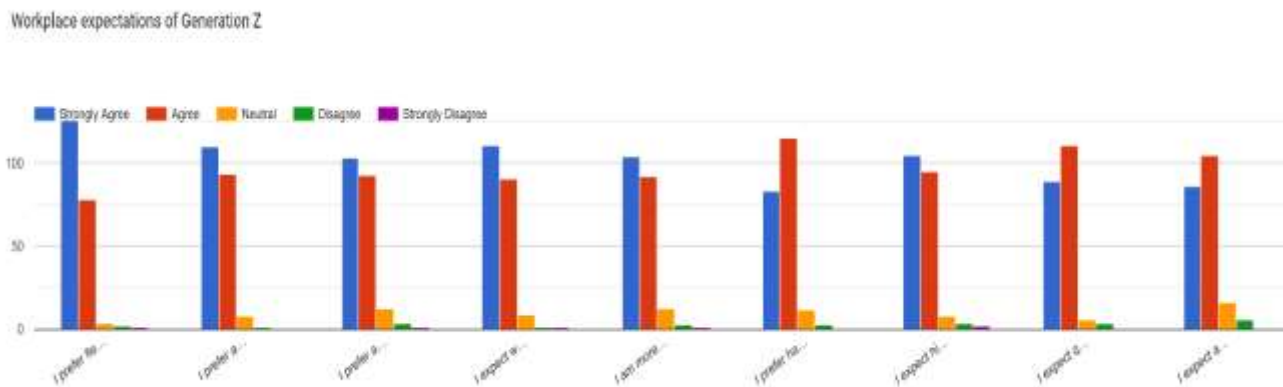
Table 2: This Table shows the current status of the respondents, where 58 percent of respondents are employed and 42 percent of respondents are Students.

### *Findings- Objective 1 - Workplace Expectations of Generation Z in Sribhumi District of Assam.*

**Table 3: Statements related to Workplace Expectations of Generation Z**

Sl no.	Statements
1.	I prefer flexible working schedule that allows work-life balance. I prefer a workplace that offers opportunities for continuous learning and development.
2.	I prefer a workplace that offers opportunities for continuous learning and development.
3.	I prefer a workplace that supports diversity and inclusion.
4.	I expect the workplace to provide access to advanced and up-to-date digital tools and technologies.
5.	I am more attracted to companies that provide remote or hybrid work options. I prefer having autonomy in how I perform my tasks.
6.	I prefer having autonomy in how I perform my tasks.
7.	I expect higher financial compensation when my work-life balance is compromised.
8.	I expect quick recognition for my contribution, along with regular feedback to improve my performance.
9.	I expect a collaborative rather than a hierarchical work culture.

Figure 1  
Responses to the Statements of Objective 1



The above graph shows that Generation Z in the Sribhumi District of Assam has well-defined and consistent workplace expectations. A substantial number of respondents either strongly agree or agree with key aspects such as flexible working schedules, autonomy in task execution, and opportunities for continuous learning and development. They also value inclusive work environments, access to up-to-date digital tools, and fair financial compensation, particularly when their work-life balance is affected. Furthermore, recognition of contributions, regular feedback, and a collaborative work culture are also considered important by the respondents. Thus, the responses suggest that Generation Z is career-focused, technologically aware, and seeks a work environment that supports fairness, growth, and inclusivity.

**Hypothesis-1** Workplace expectations of Generation Z are not significantly different.

#### T-Test

Table 4: Hypothesis Testing of Objective 1

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
SUM	210	39.5905	4.13688	.28547

Table 5: T-test on Workplace expectations of Generation Z

One-Sample Test						
	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
SUM	138.684	209	.000	39.59048	39.0277	40.1532

**Interpretation:** The above table shows the results of the one-sample t-test, with a t-value of 138.684 and a p-value (Sig. 2-tailed) of 0.000, which strongly rejects the null hypothesis that *Workplace expectations of Generation Z are not significantly different*, suggesting that the workplace expectations of Generation Z are significantly different. The mean score of 39.5905, along with the 95% confidence interval (39.0277 to 40.1532), supports this conclusion. Therefore, it can be concluded that Generation Z consistently prefers workplaces that offer flexible schedules, autonomy, fair compensation, inclusivity, learning opportunities, and access to modern digital tools. Thus, these factors have a significant influence on the workplace expectations of Generation Z in the Sribhumi District of Assam.

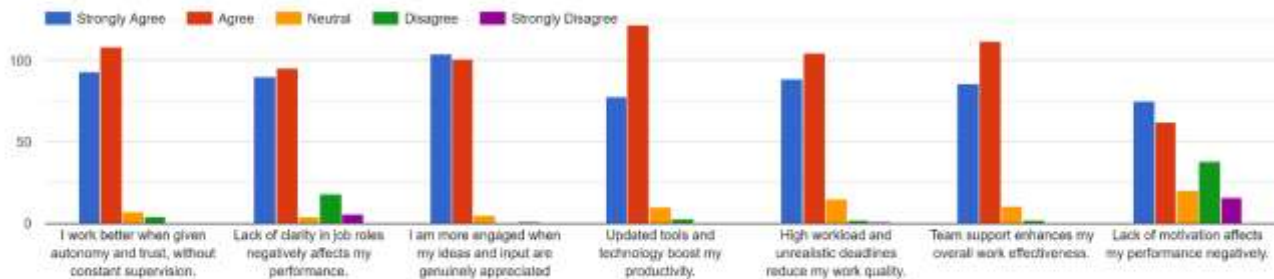


**Findings- Objective 2:** To study the factors influencing work performance of Generation z in Sribhumi District of Assam.

**Table 6: Statements Related to Factors Influencing Work Performance of Generation Z**

Sl no.	Statements
1.	I work better when given autonomy and trust, without constant supervision.
2.	Lack of clarity in job roles negatively affects my performance.
3.	I am more engaged when my ideas and input are genuinely appreciated.
4.	Updated tools and technology boost my productivity.
5.	High workload and unrealistic deadlines reduce my work quality.
6.	Team support enhances my overall work effectiveness.
7.	Lack of motivation affects my performance negatively.

**Figure 2**  
Responses to the Statements of Objective 2



The above graph shows that several factors influence the work performance of Generation Z in the Sribhumi District of Assam. A substantial number of respondents strongly agreed or agreed that autonomy, team support, and updated technology enhance their performance. On the other hand, lack of clarity, high workload, and low motivation negatively impact their productivity. These responses indicate that work performance among Generation Z is influenced by both supportive and challenging factors in the workplace.

**Hypothesis-2** The factors influencing work performance of Generation Z are not significantly different.

**T-Test**

**Table 7: Hypothesis Testing of Objective 2**

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
SUM2	210	29.62	3.888	.268

Table 8: T-test on the factors influencing the work performance of Generation Z

One-Sample Test						
	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
SUM2	110.393	209	.000	29.619	29.09	30.15

**Interpretation** - The above table shows the results of the one-sample t-test with a t-value of 110.393 and a p-value of 0.000, which strongly rejects the null hypothesis that *the factors influencing work performance of Generation Z are not significantly different*. This indicates that the factors influencing the work performance of Generation Z are significantly different. The mean difference of 29.619, along with the 95% confidence interval (29.09 to 30.15), further supports this conclusion. Therefore, it can be concluded that factors such as autonomy, clarity in job roles, team support, motivation, and access to updated technology have a significant influence on the work performance of Generation Z in the Sribhumi District of Assam.

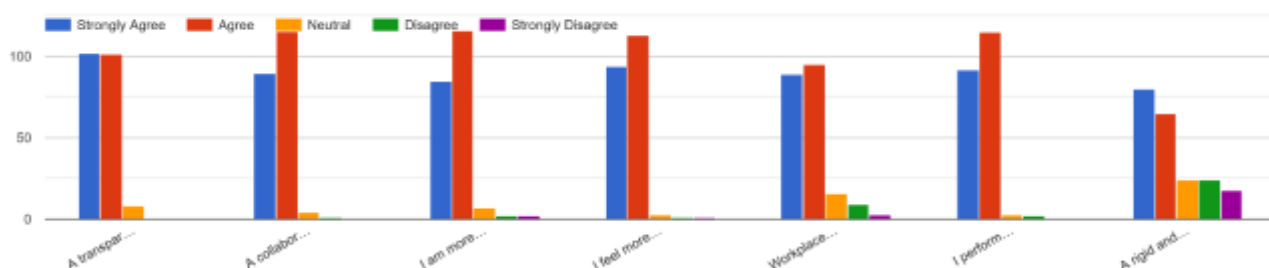
**Findings- Objective 3:** To study the influence of organizational culture on the work performance of Generation Z in Sribhumi District of Assam.

Table 9: Statements Related to the influence of organizational culture on the work performance of Generation z

Sl no	Statements
1.	A transparent and ethical work culture increases my trust in the organization.
2.	A collaborative work environment motivates me to perform better.
3.	I am more likely to stay in an organization that encourages openness and inclusivity.
4.	I feel more loyal to organizations that prioritize employee well-being and respect."
5.	Workplace politics and favoritism negatively affect my performance.
6.	I perform better in an organization that promotes innovation and creativity.
7.	A rigid and hierarchical culture makes it difficult for me to express my ideas freely.

Figure 3

Responses to the Statements of Objective 3



The above graph shows that organizational culture plays an important role in shaping the work performance of Generation Z in the Sribhumi District of Assam. A Substantial number of respondents strongly agreed or agreed that trust, openness, inclusivity, and innovation positively influence their engagement and loyalty. Collaborative and ethical work environments are seen as motivating,

while workplace politics and rigid structures were found to reduce performance. These responses suggest that Generation Z prefers a positive, flexible, and respectful culture to perform effectively.

**Hypothesis-3** *Organizational culture has no significant influence on Generation Z's work performance.*

#### T Test

**Table 10: Hypothesis Testing of Objective 3**

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
SUM3	210	30.00	3.684	.254

**Table 11: T-test on Organizational Culture and Work Performance**

One-Sample Test						
	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
SUM3	117.979	209	.000	29.995	29.49	30.50

**Interpretation** - The above table shows the results of the one-sample t-test with a **t-value of 117.979** and a **p-value of 0.000**, which strongly rejects the null hypothesis *Organizational culture has no significant influence on Generation Z's work performance*. This confirms that organizational culture has a significant influence on the work performance of Generation Z. The **mean score of 30.00**, along with the 95% confidence interval (29.49 to 30.50), further supports this finding. Therefore, it can be concluded that factors such as transparency, inclusivity, ethical practices, and collaborative environments significantly influence Generation Z's work performance in the Sribhumi District of Assam.

## VII. CONCLUSION

This study explored the workplace expectations, performance-related factors, and the influence of organizational culture on Generation Z in the Sribhumi District of Assam. The findings reveal that Generation Z values flexible work schedules, continuous learning opportunities, autonomy in task execution, diversity and inclusion, advanced digital tools, remote or hybrid work options, fair financial compensation, timely recognition, and a collaborative work culture. Additionally, their work performance is significantly influenced by factors such as autonomy and trust, clarity in job roles, appreciation of ideas, updated technology, manageable workload, team support, and workplace motivation. The study also confirms that organizational culture, including transparency, ethics, inclusivity, and supportive leadership, plays an essential role in enhancing their performance.

The t-test results for all three objectives confirm that the identified factors are statistically significant, leading to the rejection of all null hypotheses. This shows that Generation Z in the Sribhumi District has clear and consistent workplace expectations, performance drivers, and organizational culture preferences. Therefore, organizations should update their policies and work culture to match these expectations in order to improve engagement and performance.

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