Millennials and Generation Z – Results of the latest research: REGROW

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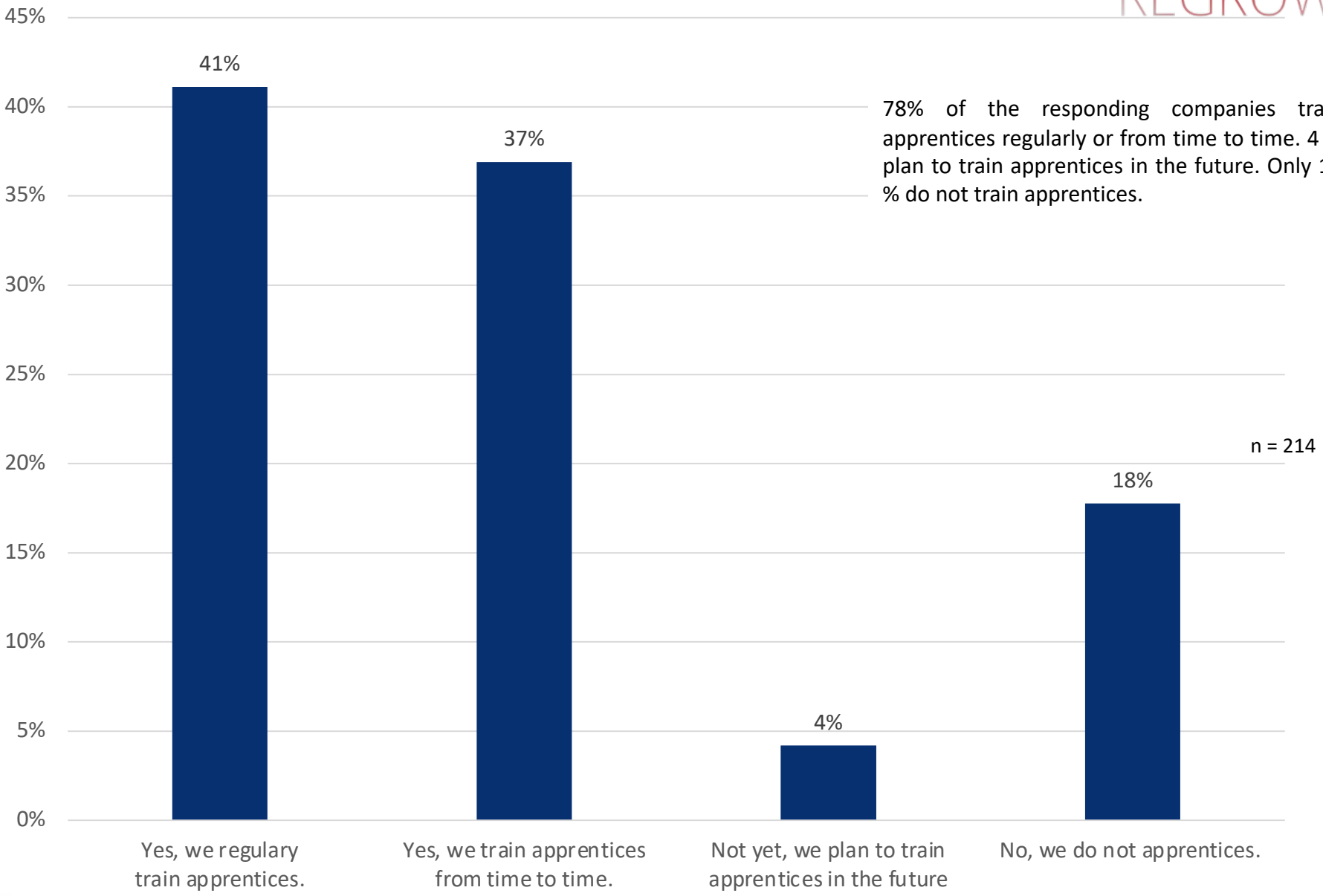
Q 4: Does your company train apprentices?



78% of the responding companies train apprentices regularly or from time to time. 4 % plan to train apprentices in the future. Only 18 % do not train apprentices.

n = 214

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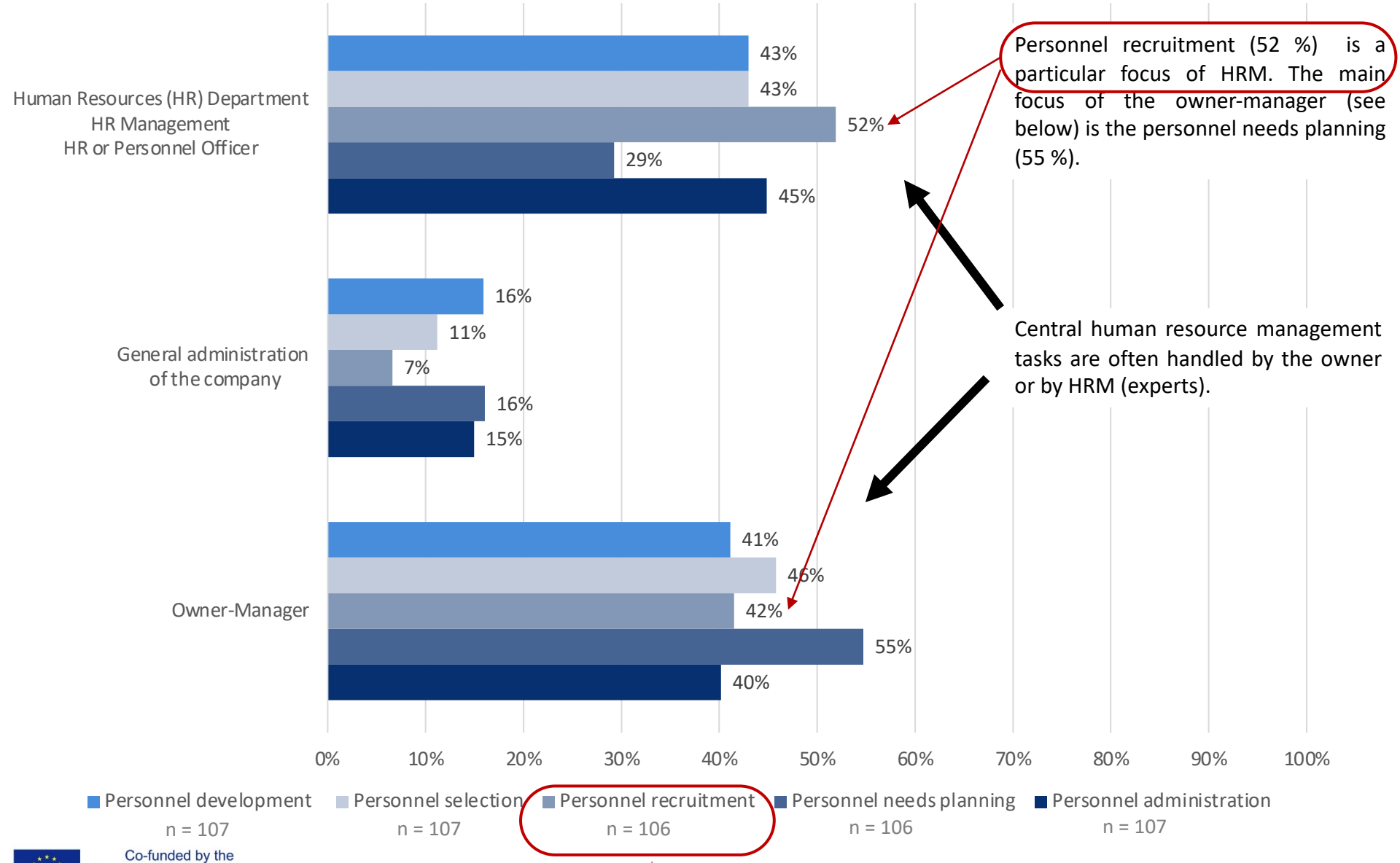
Q 5: Central human resource management tasks are handled by the owner or by HRM. (Reading example: 46 out of 107 (≈ 43 %) participants indicated that task "Personnel development" is handled out by the owner.)



Personnel recruitment (52 %) is a particular focus of HRM. The main focus of the owner-manager (see below) is the personnel needs planning (55 %).

Central human resource management tasks are often handled by the owner or by HRM (experts).

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Millennials (Generation Y) and Generation Z – Results of the latest research

- Our survey in REGROW shows that especially the task of „ recruitment“ is one of the most important tasks of human resource management for which the owner or hrm-experts are responsible.

- With reference to Germany and very likely many partner countries of the project we see that two population groups are the most interesting groups for the recruitment activities of companies.

- Generation Y or millennials (about born between 1985 - 1994) and Generation Z (about born between 1995 up to 2009).

- But there are many more or less different survey results across generations making it difficult to identify workable results for HR professionals and/or business owners.

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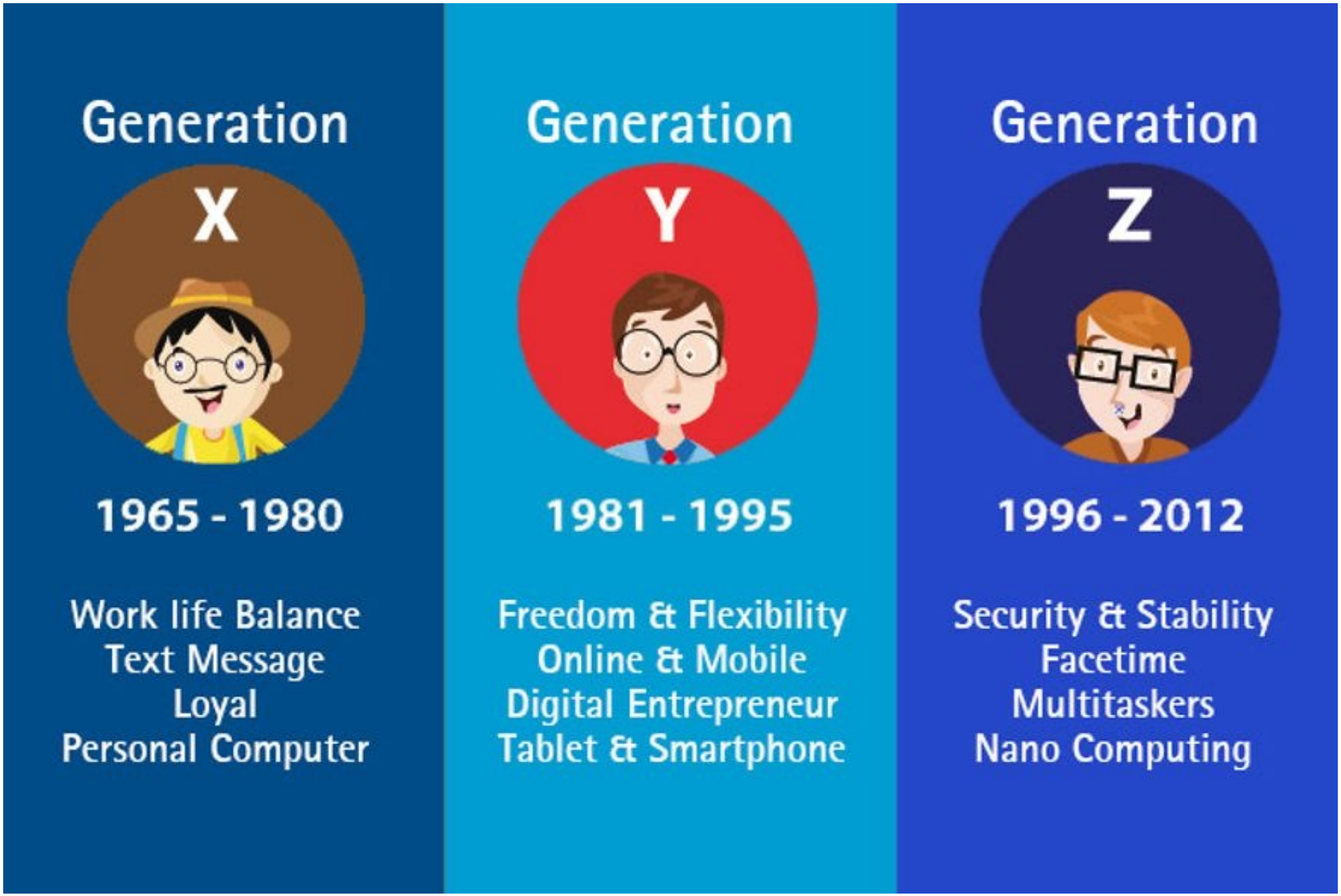
Millennials (Generation Y) and Generation Z – Results of the latest research – the „traditional“ perspective



Source: https://www.ihk.de/niederbayern/beratung-service/fachkraeftesicherung/arbeit40/generation-x-y-und-z-ansprueche-von-mitarbeitern-4583520

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Values of the gen z

(Overview of frequently mentioned values)

Taken from: Brademann, I.; Piorr, R.: Generation Z – Analyse der Bedürfnisse einer Generation auf dem Sprung ins Erwerbsleben. In: Hermeier, B.; Heupel, T.; Fichtner-Rosada, S. (Hrsg.): Arbeitswelten der Zukunft. Wie die Digitalisierung unsere Arbeitsplätze und Arbeitsweisen verändert. Wiesbaden 2019. S. 348

Personal influencing factors	Factors influencing the work situation	Influencing factors in relation to an organization / company
Personal development	Clear and structured tasks	Collegial working atmosphere
Satisfaction professional identification	Varied and challenging tasks	Mentors
Harmony	Project	9 to 5 working time (fixed)
Recognition and appreciation for training and performance	Meaningful and fun work tasks	No weekend work and no 24/7 availability
Freedom and self-determination	No responsibility	Secure future and jobs
Welfare	positive feedback	Development prospects with quickly visible successes
Safety	Attention from managers	Transparency
Order	Specialist tasks instead of management tasks	Positive corporate culture
Structure	Use of modern technologies	Good remuneration (fixed salary) with successive advancement
---	Avoidance of team-internal competitions and competition	Partizipation
---	Transactional Leadership	Separation of professional and private life

Usual consequences of study results on the peculiarities of Generation Z.

With such study results, the following views and consequences are often represented.

- Companies have to accept these values and ideas of the young generation due to the shortage of skilled workers.
- They have to adapt to this and adapt their company to these changes.
- Companies that cannot or do not want to accept this view of the younger generation will find it very difficult to find and retain good trainees and skilled workers from this generation.

BUT

- It often remains unclear in such studies whether the generation exists at all and whether all members of this generation share the views.
- A comparison is often made between Generation Z and Generation Y, and in some cases Generation X, in order to show the major differences.

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Millenials (Generation Y) and Generation Z – Results of the latest research

Challenges and partly open questions of research

A scientific comparison of generations needs a common understanding of one or more comparison criteria, e.g. the criteria of attitude, motivation, behaviour ....

- This common understanding is only partly present

Comparisons between generations are often based on specific cultural, social, political and economic developments and conditions that the generation in question was confronted with.

- It is questionable whether and to what extent a transfer to other countries is permissible.

The results of studies on the generations often produce descriptions and not value judgements.

- Sometimes, outside of science, such value-free descriptions are overinterpreted into statements about whether it is good or bad.

A differentiated study of the different values of generations would have to look at the views of the two groups over a comparable period of time. This would mean that one would have to look at comparable age groups.

The key question is:

- What values do today's 14 – 27-year-olds have compared to the previous 14 – 27-year-olds?

(To answer this question, the necessary data are usually not available!)

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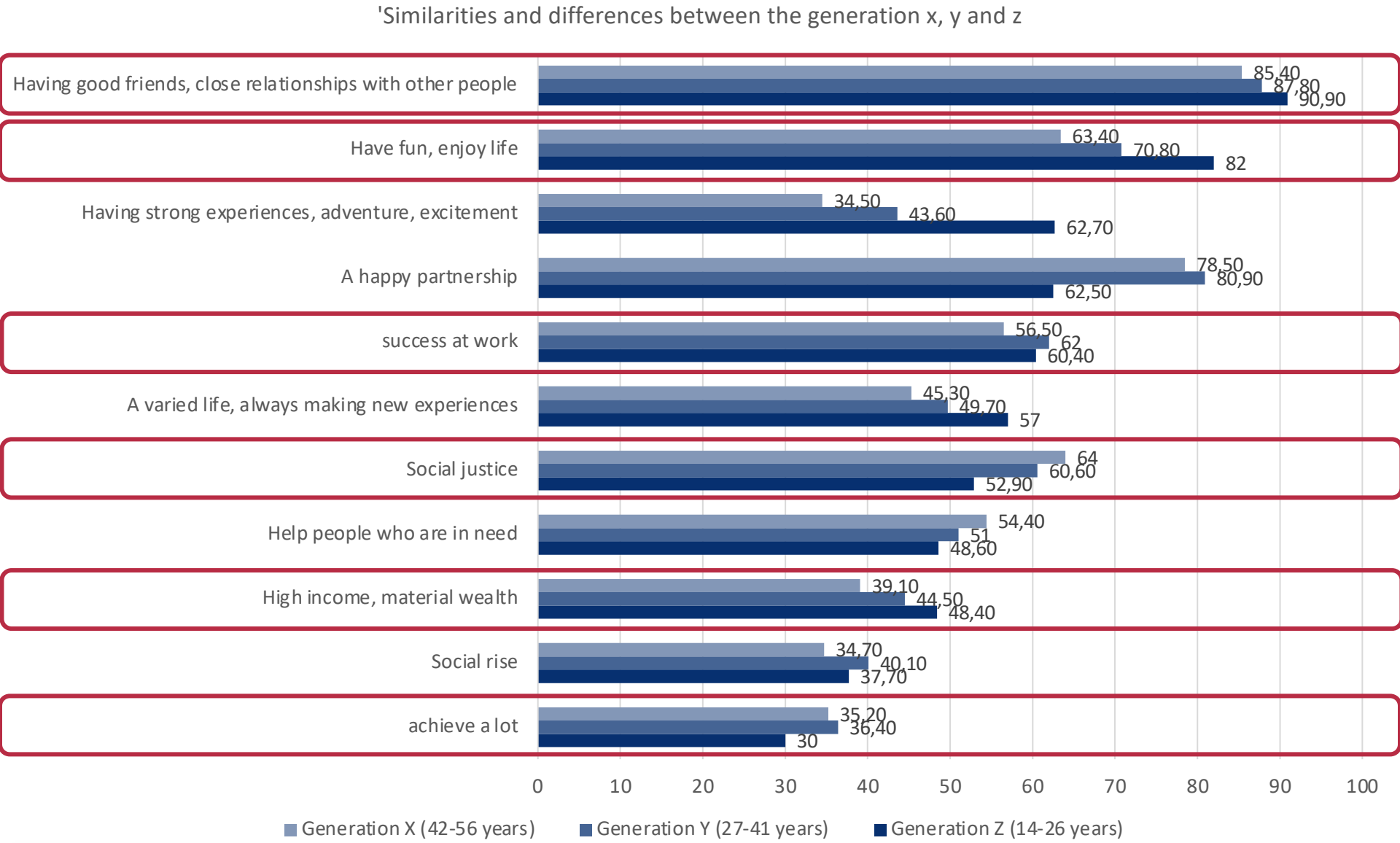
Millenials (Generation Y) and Generation Z – Results of the latest research

some results from well-founded studies



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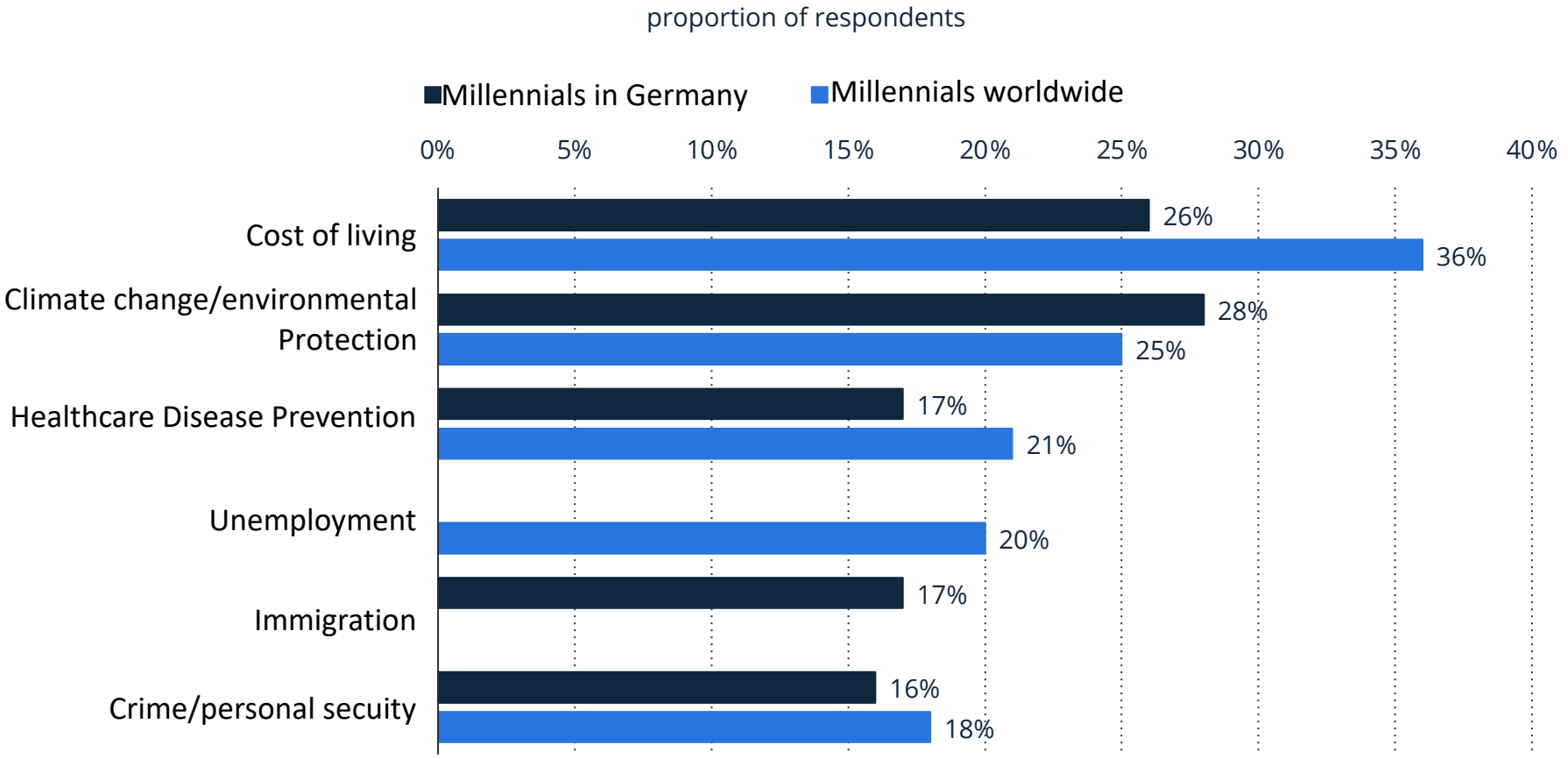
Which of the societal challenges are you most worried about?

Global Survey of Millennials on Societal Challenges 2022



Beschreibung: Die Lebenshaltungskosten gehörte für die befragten Millennials zu den größten Herausforderungen der Gesellschaft im Jahr 2022: Laut der Erhebung "The Deloitte Global Millennial and GenZ Survey 2022" haben rund 36 Prozent der Millennials weltweit angegeben, dass ihnen dieses Thema die größten Sorgen bereiten würden. Dieses Problem wurde derweil von 26 Prozent der befragten Millennials aus Deutschland genannt.
Mehr
Hinweis(e): Weltweit; 8. Januar bis 18. Februar 2021; Weltweit: 8.412; Deutschland: 300; 27-38 Jahre; Top 5
Quelle(n): Deloitte

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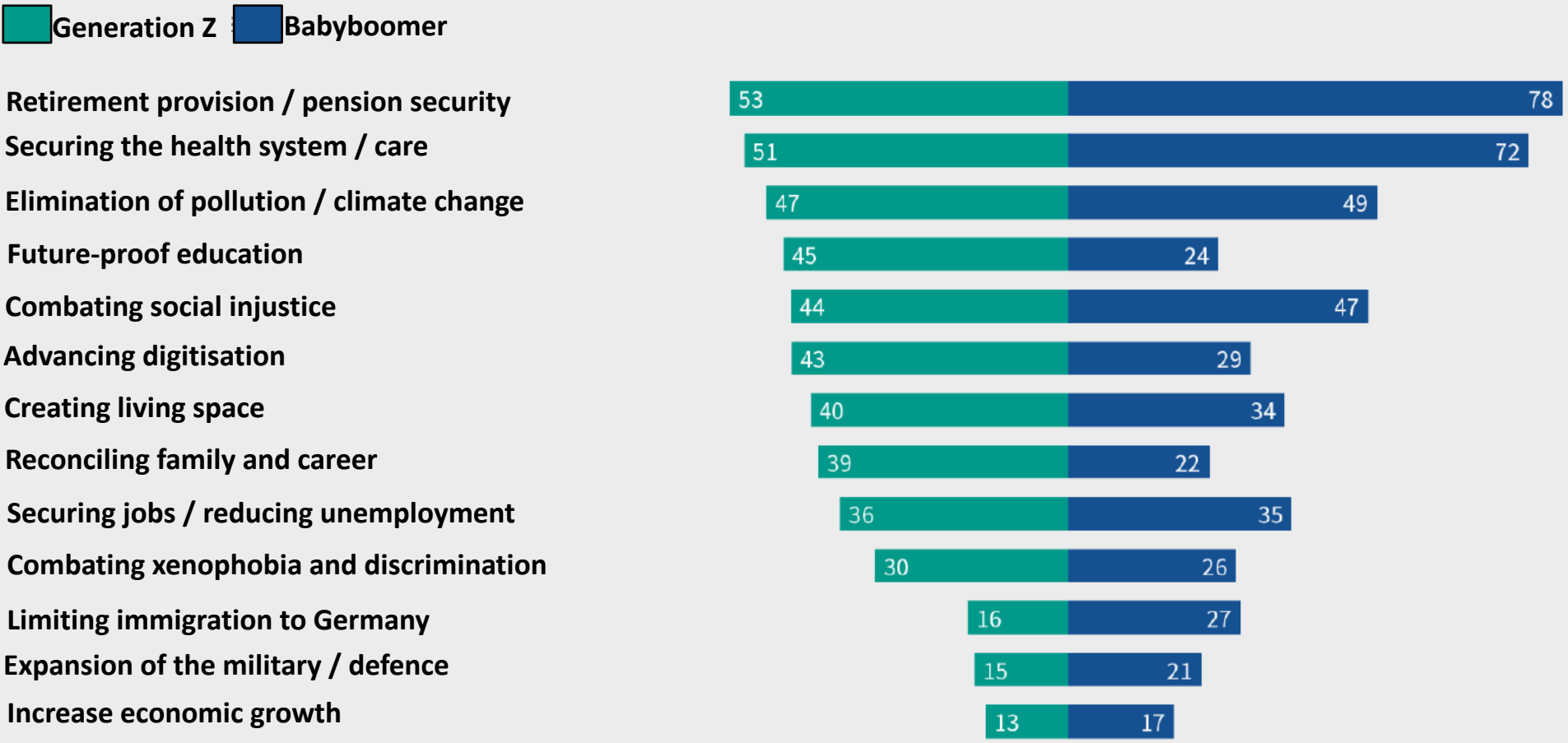
Comparison between Generation Z and Babyboomer

Which of the following social issues in Germany are particularly important to you?

Multiple answers (Mentions in percent)



Ehrentraut, O; Lehmann, K.; Talamo, J-A. et. al.: Generationenstudie. Zukunft gemeinsam gestalten- Generation Z und Babyboomer im Vergleich. Prognos-Studie im Auftrag der R+V. Freiburg 2022, S. 11

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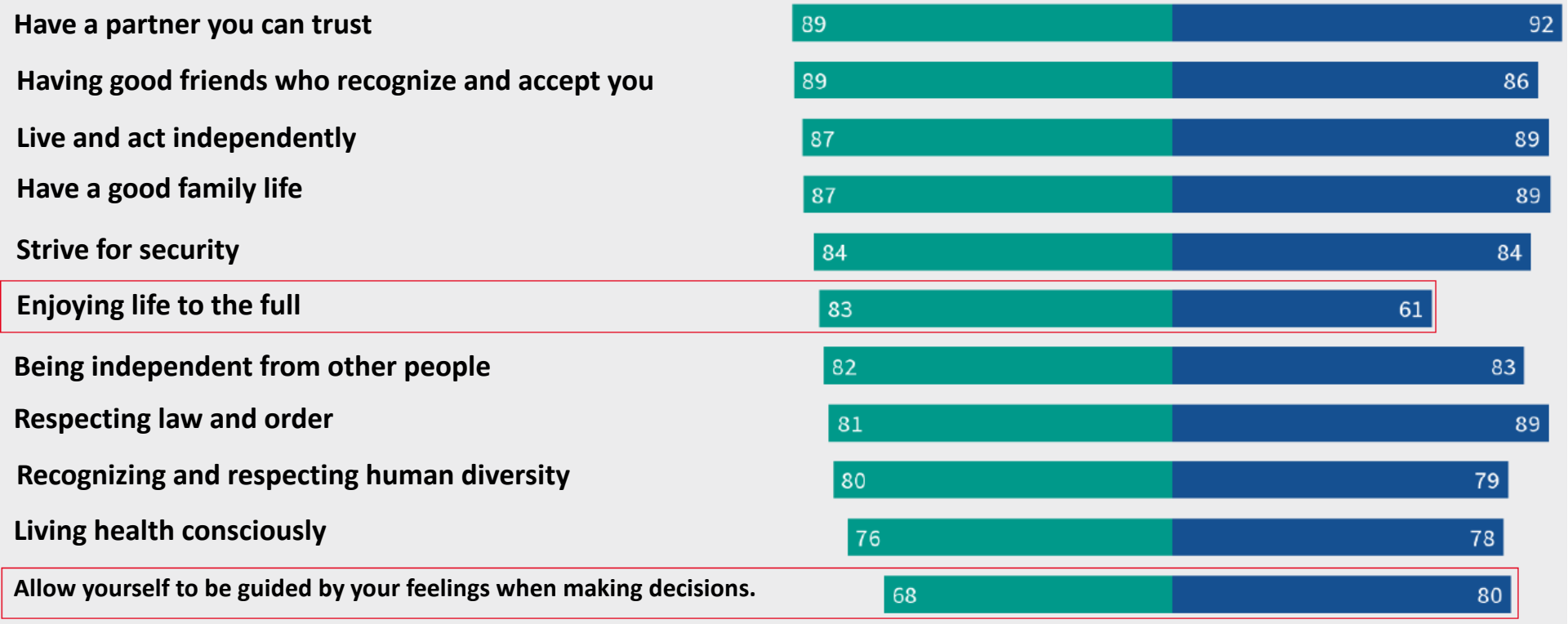
Comparison between Generation Z and Babyboomer

How important are the following things for you?

Multiple answers (Mentions in percent)

Generation Z | Babyboomer



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Consequences of the not easy distinction of generations for companies

Similar values between generations

- Many values and attitudes can be very similar between generations or individual groups of different generations in a company.

Dealing critically with stereotypes

- Stereotypical distinctions from general values, which can affect working life in particular, should be avoided or at least critically questioned.

Attitudes are dependent on concrete life circumstances and can therefore also be changed

- Attitudes and values are strongly dependent on the real-life situations under which people have grown up and are currently living. But they are also changeable.

Finding and retaining employees is done by paying attention to motives and desires

- In order to attract new employees and keep old employees in the company, you should consider the attitudes and motivations of the employees individually. Blanket assumptions – also from studies - do not always help.

Life-phase oriented personnel development is necessary and helpful

- Personnel development should take into account the different phases of the employees' lives. A one-fits-all strategy should be avoided at all costs when considering how to motivate and retain employees.

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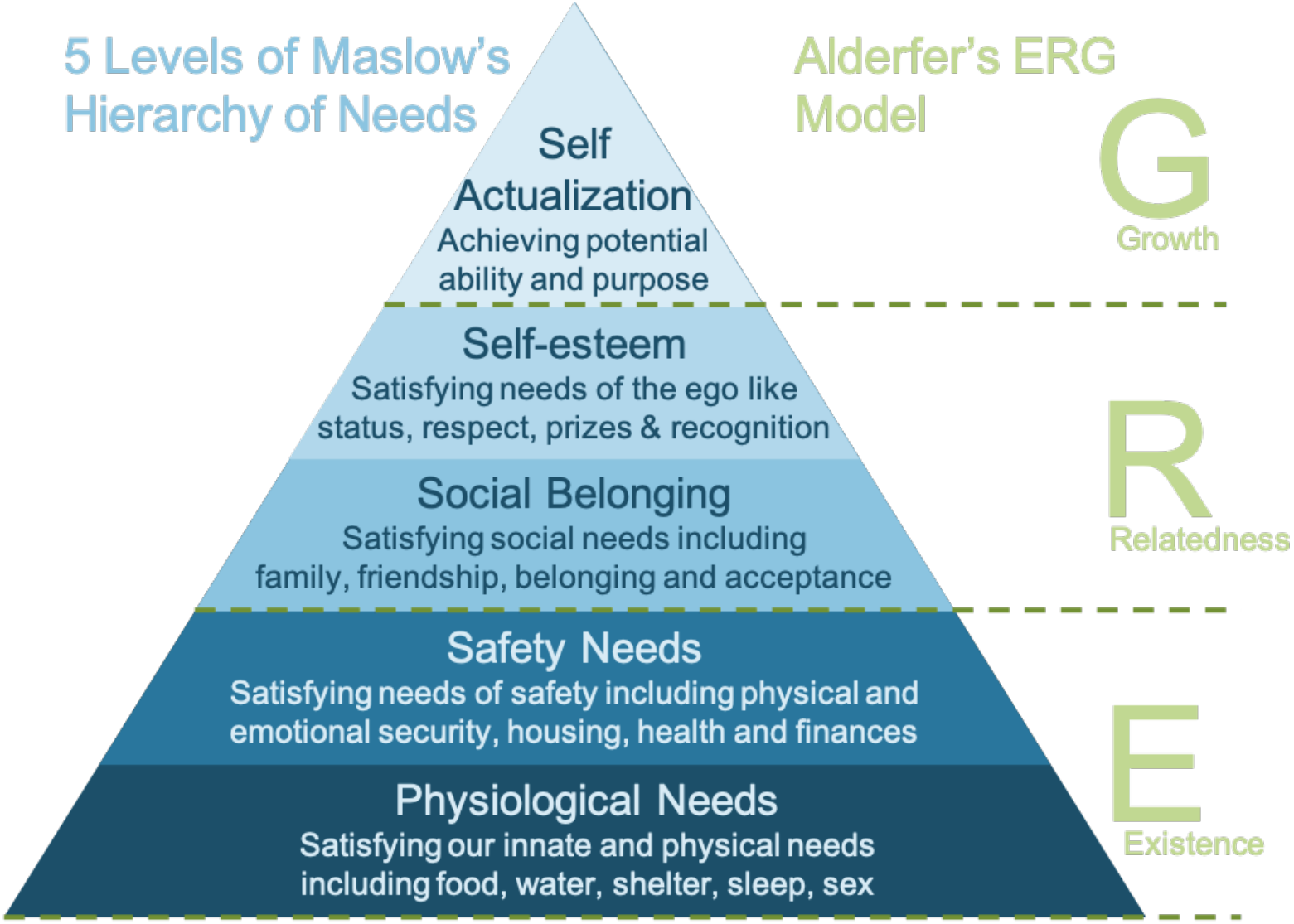
Consequences with regard to the ERG-Theory of Alderfer*

(Successor of Maslows Hierachy of Needs)



*https://worldofwork.io/2019/02/alderfers-erg-theory-of-motivation/

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Consequences with regard to the ERG-Theory of Alderfer

(Successor of Maslows Hierachy of Needs)

https://www.toolshero.com/toolsheroes/clayton-alderfer/

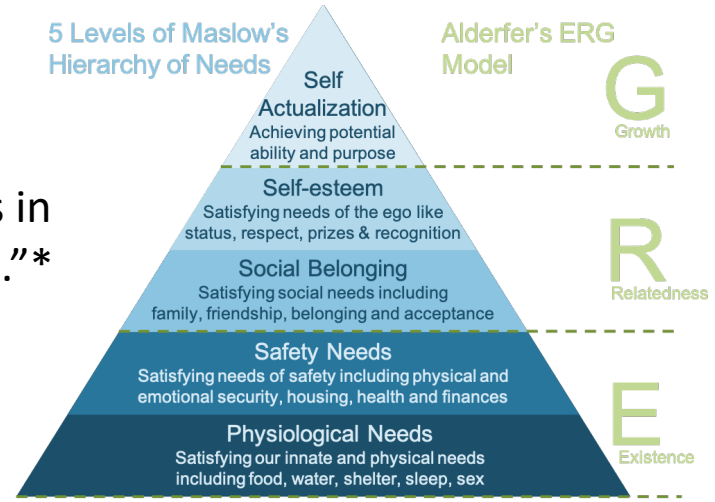
*1940 † 2015

"Clayton Alderfer developed Maslow's Hierarchy of Needs into a three factor model of motivation know as the ERG model.

Under Alderfer's model individuals can be motivated by different levels at the same time, and have their motivational priorities change in relation to their sense of progress.

Given this, individuals should not focus on one level of need at a time. Instead, they may wish to balance their motivations across levels.
Similarly, leaders should not focus on helping the members of their team satisfy one level of need at a time.

Instead, they should be aware of the blend of needs that humans can have and help their team members progress in relation to a blend of needs, which will change over time."*



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Many thanks for your attention

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