Exploring Generation Z's Vision of the Ideal Employer

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Abstract: This research delves into the contemporary and engaging topic of "The Ideal Employer Profile from Generation Z's Perspective," exploring key facets that define the expectations and needs of this generation in the workforce. Through an in-depth analysis of Generation Z, known for their digital prowess and creative aptitude, this study sheds light on their distinct preferences shaped by the digital era. The research adopts a mixed-methods approach, integrating empirical findings with a review of existing literature to draw connections between Generation Z's workplace expectations and broader trends in human resources management, organizational culture, and technology adoption. The findings underscore the significance of communication, listening, and creativity as crucial attributes of the ideal employer, aligning with Generation Z's desire for a flexible, dynamic, and supportive work environment. Emotional intelligence emerged as a paramount quality, reflecting the generation's emphasis on empathy, understanding, and effective emotion management within professional settings. The study also reveals a balanced valuation of financial and non-financial benefits, highlighting the importance of comprehensive benefit packages in attracting and retaining young talent. Moreover, the research challenges traditional recruitment methods, suggesting a preference for innovative approaches that leverage technology to showcase candidates' skills and personality more effectively. This inclination towards digital solutions extends to workplace practices, where Generation Z expects employers to demonstrate adaptability and innovation. The study provides a nuanced portrait of the ideal employer according to Generation Z, combining essential skills, emotional intelligence, a mix of benefits, and a tech-savvy approach to recruitment and workplace design. These in-

sights offer valuable guidance for organizations looking to align their practices with the expectations of the upcoming workforce, facilitating the creation of an attractive and conducive work environment for Generation Z employees.

Key words:. Generation Z, The Ideal Employer Profile, Expectations, Labor Market, Employee Behavior, Human Resource Management, Emotional Intelligence

JEL Classification: J24, M12, M54, O15

Introduction

In recent years, both career development and employment landscapes have undergone significant transformations, paralleling the rapid evolution of technology and societal shifts. Central to this dynamic environment is Generation Z, a cohort deeply ingrained in the digital age and possessing distinct expectations from their predecessors regarding employment opportunities. This study delves into the aspirations and criteria of Generation Z for the ideal employer, a concept that has grown in complexity and significance.

The impetus for choosing this research topic stems from a desire to decode the preferences and necessities that Generation Z seeks in the workplace. Representing a pivotal group entering the workforce, their unique perspectives offer valuable insights for businesses aiming to refine their recruitment and employee engagement strategies. This study posits that understanding the ideal employer's profile is crucial for individuals' career development, facilitating informed career choices and enhancing job satisfaction.

A distinctive expectation of Generation Z is the prioritization of mental health and well-being within the workplace, advocating for employer-provided psychological support. This preference underscores a broader recognition of mental health's role in employee performance and overall well-being. Furthermore, material incentives remain a significant factor for this generation, highlighting the importance of tangible rewards in employee motivation and retention.

This generation also champions work environments that offer personal fulfillment and uphold diversity and inclusion, signaling a shift towards more holistic and equitable workplace cultures. For organizations, aligning with these values is not merely a strategy for talent acquisition but a fundamental aspect of fostering innovation, creativity, and a sense of belonging among employees.

This introductory exploration sets the stage for addressing the core research question: "What are the key expectations of Generation Z regarding the skills, benefits, digital infrastructure, and competencies of the ideal employer?" Subsequent inquiries focus on identifying specific skills deemed essential for employers and how these competencies contribute to fulfilling employees' needs and expectations.

By investigating these aspects, the research aims to elucidate the profile of the ideal employer from the perspective of Generation Z, offering actionable insights for organizations to attract, engage, and retain this emerging workforce. Through a series of hypotheses examining the importance of communication, emotional intelligence, non-financial benefits, and recruitment practices, this study endeavors to provide a comprehensive understanding of Generation

Z's employment aspirations, thereby informing strategies for building productive and fulfilling workplace environments.

Literature review

The study of human resources encompasses a broad array of concepts that underline the collective talents, endeavors, and capabilities of employees within an organization. This field, rich in terminology variations such as "personnel," "workforce," or "employees," fundamentally revolves around the core notion that all individuals actively contributing to an organization's missions are integral to its operations. Joshi (2013) delineates the distinction between "workers," typically associated with manual labor, and "personnel," who engage in non-manual tasks, emphasizing the importance of effectively managing these human resources to benefit both the organization and the individual employees. This management involves fostering robust relationships throughout the workforce to harmonize organizational goals with employee welfare (Joshi, 2013).

The instability of the business environment and the pressure for change in organizations, in order to improve the quality level of the services offered is a priority for managers today (Berar, Minciu, & Wu, 2022). In the evolving landscape of organizational leadership, traditional authoritarian models have given way to more dynamic and participatory approaches. Leadership today is conceptualized as a continuous, adaptable process dedicated to marshaling resources towards shared goals, necessitating a leader's role to extend beyond mere command to that of guidance and inspiration (Wollmann, Kühn, & Kempf, 2020). This shift reflects in the enumeration of management's quintessential functions: planning, organizing, staffing, leading, and controlling. These functions encompass comprehensive activities essential for organizational efficacy, ranging from goal setting and procedural development to staff motivation and performance evaluation (Dessler, 2013).

The primary objective of human resource management, as outlined by Graham (1978), is the strategic coordination of the workforce to leverage their skills for maximal organizational benefit while ensuring employees are rewarded both materially and through satisfaction and recognition of their efforts (Graham, 1978). Storey (2007) expands on this by characterizing human resource management as a distinct approach aimed at securing competitive advantage through the strategic cultivation of a skilled and engaged workforce, employing techniques that span organizational culture, structural design, and personnel policies (Storey, 2007).

The discourse on human resource management has also highlighted the dichotomy between soft HRM and hard HRM models, reflecting divergent strategic orientations within the field. Soft HRM emphasizes employee development, involvement, and commitment, focusing on human relations aspects that enhance workforce quality and motivation. Conversely, hard HRM prioritizes strategic objectives, viewing human resources as a means to achieve organizational goals through rigorous cost management and operational efficiency, often manifesting in workforce downsizing, salary adjustments, and intensification of work (Beardwell & Claydon, 2007).

Most of the time, projects previously carried out within organizations no longer provide so much information for the current situation as the priorities no longer coincide with those of the

present (Minciu, Berar, & Dobrea, 2021). The imperative of globalization has underscored the criticality of adept human resource management in maintaining competitiveness in a rapidly evolving marketplace. Senyucel (2009) notes that in the face of global market pressures, fostering a developmental and adaptive workforce is paramount for sustaining a competitive edge (Senyucel, 2009). This perspective is complemented by historical observations of human resource management's evolution from transactional functions towards more strategic roles within organizations, signifying a broadened scope encompassing employee development, strategic planning, and organizational alignment (Tyson, 1995).

Both managers and other employees have to adopt decisions that have a major or minor impact on the activities carried out within the organization every day (Minciu, Berar, & Dobrea, 2020). Innovation and technological acumen have emerged as indispensable elements for organizational agility and success in fluctuating markets. Lochmahr et al. (2019) stress the necessity for continuous innovation and creativity in pursuing digital transformation (Lochmahr, Müller, Planing, & Popović, 2019), while Wolan (2020) underscores the significance of managerial comprehension of technological trends and their potential economic impacts (Wolan, 2020). Griffin (2013) further delineates the critical managerial functions—decision-making, planning, organizing, leading, and controlling—as foundational for effective resource allocation and strategic direction, aimed at achieving organizational objectives (Griffin, 2013).

The influence of emotional intelligence on workplace dynamics has garnered increasing attention, highlighting its role in enhancing employee performance and interpersonal relations. Emotional intelligence, as conceptualized by Goleman (2017), encompasses a spectrum of skills including self-awareness, emotion regulation, motivation, empathy, and social proficiency, pivotal for leadership efficacy and team cohesion. Studies affirm that individuals possessing high emotional intelligence tend to excel in roles requiring nuanced communication and complex interpersonal interactions, underscoring the potential for emotional intelligence development through deliberate practice and experience (Goleman, 2002).

Organizational structure and culture are also pivotal in shaping innovative capacities and overall organizational health. A vibrant organizational culture that values creativity, risk-taking, and resilience in the face of failure fosters an environment conducive to innovation, as evidenced by companies renowned for their innovative organizational climates (Businessweek, 2009).

Moreover, the concept of organizational health, characterized by clear management, open communication, and alignment with organizational values, is posited as a critical determinant of business success, outstripping the influence of strategy or individual talent alone (Lencioni, 2012).

In the context of attracting and retaining Generation Z talent, the strategic importance of a strong, inclusive, and dynamic corporate culture cannot be overstated. Generation Z places significant value on workplaces that champion diversity, offer continuous professional growth opportunities, build an agile culture and adapt to the next normal, and support a healthy work-life integration, making the cultivation of such a culture a strategic imperative for forward-looking organizations (Flamholtz & Randle, 2011)(Purcărea et.al, 2022).

Research Methodology

This study embarked on an examination of employees' and potential hires' perceptions through a quantitative research approach, engaging a sufficiently large sample to ensure representativeness and elicit insights into employee expectations and competencies through qualitative analysis.

At the core of the quantitative methodology was the analysis of employees' perspectives on several fronts:

- Expectations from employers, including direct interactions,
- Essential competencies for the ideal employer,
- Valued benefits and facilities provided by employers,
- Preferences for interview processes and evaluation methods.

A questionnaire, meticulously designed to target Generation Z participants aged 18 to 23 years, served as the primary tool for data collection.

The design aimed at an efficient data gathering process, with a maximum estimated completion time of five minutes and accessibility through mobile devices and laptops. This approach was intended to facilitate participation without inducing respondent fatigue.

The questionnaire included 10 questions, crafted to uncover Generation Z's specific needs and expectations concerning employers. These inquiries spanned from the characteristics of the ideal employer to the importance of various employer-provided benefits and preferences for the hiring process. The intent was to illuminate the attributes and skills necessary for fostering a positive and motivating work environment.

Employing a quantitative research method allowed for the collection of pertinent, quantifiable data on Generation Z's workplace perceptions and preferences. Quantitative analysis, as described by Weathington et al. (2012), involves a systematic approach to data collection through observation, questionnaires, interviews, or experiments, followed by numerical conversion for statistical analysis (Weathington, Cunningham, & Pittenger, 2012).

The selected instrument for this empirical study was a questionnaire, constructed and disseminated via Google Forms. According to Chelcea (2007), a questionnaire is a series of written queries, potentially accompanied by symbolic or illustrative images, arranged logically to elicit precise and consistent feedback from respondents (Chelcea, 2007).

This study's questionnaire was divided into three parts:

consent for data processing,

introductory remarks with questions,

and respondent classification data.

The questions were bifurcated into categories evaluating single and multiple factors, with a particular focus on the ideal employer's profile and preferred job interview dynamics. A control question at the end assessed the earnestness of responses, establishing a linkage between questions on desired employer skills to filter for consistency and accuracy.

Before beginning the questionnaire, participants were briefed on the study's purpose and assured of response anonymity, encouraging genuine and thoughtful participation. The study spanned from January 23 to January 29, 2023, drawing from the University of Bucharest's student

body, yielding 430 valid responses.

Demographically, the response pool was diverse, with a significant representation of Generation Z. Utilizing the Likert scale for seven questions enabled a nuanced assessment of attitudes and perceptions. However, the inherent challenges of ensuring internal validity with Likert scale data were acknowledged, necessitating sophisticated statistical analyses to maintain the integrity of the findings (Grant, 2018; Toutenburg & Heumann, 2008)).

In addressing the study's hypotheses, analytical techniques such as factorial analysis, ordinal regression, and statistical tests, including Cronbach Alpha, were employed using SPSS. These methodologies facilitated a thorough examination of ordinal variables derived from Likert scale responses, ranging from total disagreement to complete agreement.

Factorial analysis was particularly instrumental in managing the extensive variable sets related to employee expectations, complemented by qualitative analysis to ensure comprehensive insights were achieved. The objective of regression analysis mirrors that of all regression types, which is to identify the model that accurately delineates the relationship between a dependent variable and one or more independent variables. (Ionescu et.al., 2023) This multifaceted approach underscored the study's commitment to robust, methodologically sound research into the preferences and expectations of Generation Z in the workplace.

Results and Discussion

The consistency of the questionnaire and the measurement scale utilized was assessed using the Cronbach Alpha test for the 38 variables involved in the study.

The Cronbach Alpha coefficient, which ranges from 0 to 1, was utilized to gauge the extent to which each questionnaire item shares common traits or a similar psychological construct. A Cronbach Alpha value above 0,70 is typically deemed suitable for most research of this nature, indicating higher reliability and result precision as the value approaches 1. (Purcărea et. al, 2021)

The observed Cronbach Alpha value of 0,964, nearing the maximum value of 1, underscores the excellent reliability of the measurement scale used in this dataset, as shown in the SPSS-generated table below:

Table 1: Cronbach Alpha Test for 38 Variables

Cronbach Alpha	Number of Variables
0,964	38

Source: own research, exported from SPSS program

The summary table generated via SPSS reflects the analysis of the Cronbach Alpha coefficient's variation and includes the number of respondents, with all responses deemed valid and no exclusions:

Table 2: Summary of Cronbach Alpha Test

		N	%
Cases	Valide	430	100
	Excluded	0	0
	Total	430	100

Source: own research, exported from SPSS program

Descriptive statistics were employed to describe, interpret, and analyze the datasets collected from the questionnaire responses. This approach facilitated the extraction of valuable insights, aiding in the comprehension of the data. Each question analyzed had 430 respondents, with the questions being mandatory. The minimum and maximum values for each variable analyzed ranged from "1- Not at all" to "7- Extremely."

For the variable "calm and permissive attitude," the descriptive statistics are as follows:

Mean: 5,72, indicating a high importance placed on the employer's permissive and calm attitude by the majority of respondents.

Standard Deviation: 1,439, showing that responses are relatively close to the mean, indicating a consensus on the importance of these attributes.

Variance: 2,072, suggesting responses are closely clustered around the mean.

The "Meal Vouchers" variable showed a mean of 5,27, highlighting its importance as a benefit from employers. The standard deviation of 1,59 and a variance of 2,527 indicate a slight variation among responses, but overall, a consensus exists on the value of this benefit.

Regarding "Psychological Assistance," the mean response was 5,15, suggesting a moderate importance attributed to this benefit by respondents. The standard deviation of 1,627 and a variance of 2,646 reflect diverse perceptions on the necessity of workplace psychological support, influenced by demographic factors such as age, gender, and employment status.

The "Communication and Listening" variable revealed a mean of 5,75, underscoring the significance respondents place on these skills in an ideal employer. The standard deviation of 1,597 and a variance of 2.550 suggest consistent and coherent responses, emphasizing the importance of effective communication and listening abilities.

Finally, the "Emotional Intelligence" variable, with a mean of 5,79, demonstrates the high value respondents place on emotional intelligence in employers. The standard deviation of 1,495 and a variance of 2,234 indicate a general agreement among respondents, recognizing emotional intelligence as a crucial competency for the ideal employer.

These analyses demonstrate that respondents seek a work environment offering comfort and a pleasant atmosphere, with employers who inspire respect and tolerance. Furthermore, the importance of benefits like meal vouchers and psychological assistance indicates a desire for supportive workplace practices. The emphasis on communication, listening, and emotional intelligence skills further delineates the profile of the ideal employer as perceived by the respondents.

The factorial analysis conducted through SPSS integrated 38 variables, which span a comprehensive range of aspects related to the ideal employer, including attitudes, competencies, benefits, digital amenities, interview interactions, evaluation methodologies, and inherent employer skills.

The analysis successfully distilled these variables into eight distinct components, each capturing a facet of the ideal employer from the perspective of the respondents. The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity affirmed the dataset's adequacy for such an analysis, yielding a KMO value of 0,963—indicative of a highly suitable dataset for factor reduction—and a Bartlett's test result significant at the 0,000 level, reinforcing the data's suitability for factorial decomposition.

Interpretation and Implications of Components:

1. Abilities and Benefits (45.998% of Variance Explained):

Core Variables: Communication and Listening (0,895), Creativity (0,809), Emotional Intelligence (0,821), Recognition of Results (0,852), Meal Vouchers (0,643), Technology (0,805), Welcoming Space (0,796), CV (0,651), Listening (0,870), Trust (0,869).

This component underscores the multifaceted nature of the ideal employer, valuing a blend of personal competencies and tangible benefits. The high loading of Communication and Listening reflects the paramount importance of interpersonal skills, while the inclusion of Meal Vouchers and Technology emphasizes the balance between personal growth and practical benefits in the workplace.

2. Social and Health Benefits (6.431% of Variance Explained):

Core Variables: Gym Facilities (0,777), Canteen (0,716), Café (0,663), Psychological Support (0,511).

Highlighting the growing awareness and importance of health and well-being in the workplace, this component suggests that respondents highly value employers who invest in their employees' physical and mental health, with Gym Facilities and Canteen being particularly significant.

3. Recruitment Methods (4.064% of Variance Explained):

Core Variables: Cover Letter (0,672), Video CV (0,845), Elevator Pitch (0,848), Recommendations (0,554).

Reflecting a preference for innovative and personal recruitment methods, this component indicates a shift towards more dynamic presentation formats like Video CVs and Elevator Pitches, allowing candidates to showcase their skills and personalities beyond traditional applications.

4. Digital Facilities (3.652% of Variance Explained):

Core Variables: Laptop or PC (0,546), Phone (0,752), Tablet (0,754), Internet (0,515), IT Support (0,577).

This component acknowledges the critical role of digital tools in the modern workplace, with a notable preference for mobile devices like Phones and Tablets for their convenience and versatility, suggesting that the ideal employer is expected to provide a robust digital infrastructure.

5. Demographic Factors (3.515% of Variance Explained):

Core Variables: Environment (-0,644), Age (0,722).

Demonstrating the influence of demographic factors on workplace preferences, this component highlights how age significantly impacts expectations, with younger respondents likely valuing different aspects of employment compared to their older counterparts. The negative loading for Environment suggests varied expectations between urban and rural respondents.

6. Gender Differences (2.786% of Variance Explained):

Core Variable: Gender (0,894).

The singular focus on Gender within this component signifies profound gender-based differences in perceptions of the ideal employer, indicating diverse needs and expectations that employers must acknowledge to foster an inclusive workplace.

7. Career Preferences (2.727% of Variance Explained):

Core Variables: Meeting the Ideal Employer (0,764), Position (0,653).

Addressing the aspirational aspect of employment, this component suggests that encountering the ideal employer is a pivotal career preference, with the nature of one's current position influencing these aspirations.

8. Selection Process (2.648% of Variance Explained):

Core Variable: Interview Process (0,910).

With a strong emphasis on the Interview Process, this component illuminates its crucial role in the selection process, underscoring the need for a thoughtful, well-structured interview approach to identify and secure the best candidates.

Through this detailed exploration of the factorial analysis, we gain a nuanced understanding of the various dimensions that constitute the ideal employer from the respondents' viewpoint. These insights not only delineate the specific attributes, benefits, and practices valued by potential and current employees but also provide a roadmap for organizations aiming to attract and retain top talent, especially within Generation Z.

The comprehensive interpretation of these components suggests a few key takeaways for employers:

• The emphasis on communication, listening, and emotional intelligence across components highlights the critical importance of interpersonal skills in leadership. Employers should prioritize the development of these skills within their leadership training and recruitment criteria to foster a more engaging and supportive workplace.

• The notable importance placed on health and well-being benefits—such as gym facilities, canteens, and psychological support—underscores a growing expectation among employees for employers to play an active role in supporting their overall health. This trend suggests that companies offering comprehensive health benefits may have a competitive edge in attracting and retaining employees.

• The emphasis on digital facilities, particularly the preference for mobile devices and robust IT support, reflects the digital native characteristics of Generation Z. Employers should ensure their digital infrastructure meets the flexibility and connectivity demands of the modern workforce, enabling efficient and mobile work environments.

• The preference for dynamic recruitment methods, such as Video CVs and Elevator Pitches, indicates a shift towards more personalized and creative approaches to hiring. Employers should consider integrating these methods into their recruitment processes to attract innovative and forward-thinking candidates.

• The impact of demographic factors like age, gender, and environment on employment preferences highlights the need for employers to adopt more personalized engagement and

retention strategies that consider these differences. Tailoring workplace policies and benefits to accommodate a diverse workforce can enhance inclusivity and employee satisfaction.

• The significance of meeting the ideal employer and the execution of the interview process suggests that candidates value transparent, respectful, and informative recruitment experiences. Employers should strive to create positive interactions during the selection process, as these early experiences can significantly impact a candidate's perception of the organization.

The factorial analysis provides a wealth of information on the preferences and expectations of potential and current employees regarding their ideal employer. By understanding and addressing these aspects, organizations can develop more effective strategies for attracting, engaging, and retaining the talent necessary for their success in an increasingly competitive and dynamic labor market.

The first hypothesis posited that "Communication and Listening" and "Creativity" skills are paramount for shaping the ideal employer profile according to respondents. The factorial analysis indicated that "Communication and Listening" had a loading of 0,895, and "Creativity" had a loading of 0,809, both situated within the most significant component, which explained 45.998% of the variance. This component's prominence underscores the critical value respondents place on these skills for the ideal employer. The high loadings suggest that effective communication, active listening, and creativity are considered essential attributes, reinforcing the hypothesis that these skills are vital in forming the ideal employer profile. This finding aligns with contemporary workplace dynamics, where clear communication and innovative problem-solving are increasingly valued.

The second hypothesis asserted that "Emotional Intelligence" is crucial for the ideal employer. This variable, with a loading of 0,821 within the primary component, illustrates its importance. Given this component's substantial influence (45.998% of total variance), the high value associated with "Emotional Intelligence" substantiates the hypothesis. It highlights Generation Z's preference for employers who can understand and manage emotions effectively, fostering a supportive and empathetic workplace culture. This insight aligns with research emphasizing emotional intelligence as a predictor of organizational performance and employee satisfaction.

The third hypothesis suggested that non-financial benefits, such as "Psychological Support" (loading of 0,511), are prioritized over financial benefits like "Meal Vouchers" (loadings of 0,643 and 0,532 across two components). While "Meal Vouchers" appear to be highly valued, the presence of "Psychological Support" in the health and social benefits component highlights its significance. However, the comparative analysis of loading values suggests a nuanced preference landscape. Respondents value both types of benefits, with a slight emphasis on financial ones. This partial affirmation of the hypothesis indicates a complex valuation of employer benefits, where non-financial benefits are important but not necessarily at the expense of traditional financial benefits.

The fourth hypothesis contended that respondents prefer submitting a Letter of Intent over a Video CV during the recruitment process. However, the loadings for "Letter of Intent" (0,672) and "Video CV" (0,845) within the recruitment methods component demonstrate a stronger preference for the latter. This finding contradicts the hypothesis, revealing a trend towards more

dynamic and visually engaging presentation methods. The higher valuation of Video CVs suggests respondents' desire for innovative approaches that allow for a more comprehensive and personal showcase of their skills and personality, aligning with digital age preferences.

The analyzed hypotheses offer a multidimensional understanding of Generation Z's expectations for the ideal employer. The findings emphasize the importance of communication, creativity, emotional intelligence, and innovative recruitment methods. While non-financial benefits are valued, financial benefits maintain their significance, indicating a balanced approach to employer evaluation. The preference for Video CVs over Letters of Intent highlights a shift towards more interactive and personal recruitment practices. These insights provide valuable directions for organizations looking to attract and engage Generation Z employees, underscoring the need for a holistic approach that combines emotional intelligence, creativity, comprehensive benefits, and modern recruitment strategies.

Conclusions

This research venture delved into the contemporary and engaging topic of "The Ideal Employer Profile from Generation Z's Perspective." By exploring the key aspects that define the expectations and needs of this generation in relation to the job market, this study has illuminated how the gathered insights can aid businesses and employers in aligning with the evolving preferences of future employees.

The analysis of Generation Z underscores a unique set of preferences shaped significantly by the digital era. This generation's prowess in technology and creativity is pivotal for understanding the characteristics of the ideal employer. These findings are in harmony with the literature that highlights the importance of adapting recruitment and retention practices to meet the demands of a digitally fluent generation, emphasizing communication, flexibility, and creativity.

Human Resource Management (HRM) transcends the recruitment and retention of employees; it encompasses understanding and addressing the diverse needs and expectations of the workforce. Effective HRM can significantly enhance employee satisfaction and overall organizational success, a notion supported by the literature review which stresses the holistic management of human resources for organizational efficacy.

The increasing importance of emotional intelligence in the workplace, which includes understanding, using, and managing one's own emotions and those of others, was validated by our research. The study supports the literature's view that employers should prioritize the development of emotional intelligence across the organization to foster a supportive and empathetic work environment.

This research also touched upon managerial styles within an organization, concluding that Generation Z favors managers who can effectively communicate and stimulate creativity, aligning with literature that associates leadership styles with organizational perception and employee engagement.

The organizational culture, comprising norms, values, and expectations that guide employee behavior, significantly impacts employee satisfaction and retention. Our findings suggest that a

culture promoting communication, creativity, and emotional intelligence aligns with Generation Z's expectations, echoing the literature's stance on the influence of organizational culture on employee outcomes.

These skills are deemed exceptionally valuable by respondents, confirming that employers can better align with Generation Z's expectations by fostering these abilities. This confirms the literature's assertion that soft skills are increasingly critical in the modern workplace.

This research validated the hypothesis that emotional intelligence is a crucial attribute for the ideal employer, resonating with Generation Z's desire for empathetic and understanding leadership.

While psychological support is valued, respondents placed greater importance on financial benefits like meal vouchers. This partial affirmation of the hypothesis indicates a balanced approach to employee benefits, suggesting employers should not overlook the significance of financial incentives.

The preference for Video CVs over traditional Letters of Intent reflects Generation Z's inclination towards technological solutions in recruitment, underscoring the need for employers to embrace digital tools and platforms for engaging potential candidates.

In an era marked by rapid technological and digital advancements, it is crucial for employers to remain adaptable and receptive to change. Generation Z expects employers to be innovative and capable of leveraging technology creatively, an attribute that can be a significant advantage for attracting this generation's talents.

The study offers a comprehensive profile of the ideal employer from Generation Z's viewpoint, integrating attributes such as communication and listening skills, creativity, and emotional intelligence. It also highlights the importance of both financial and non-financial benefits and the tendency towards utilizing technology in recruitment processes. Organizations can use these insights to tailor their culture and practices more closely to the needs and expectations of this new generation of employees. Understanding Generation Z's preferences can contribute to creating a more favorable and attractive work environment.

In conclusion, the results of this research indicate that Generation Z has specific expectations from their employers, which significantly differ from previous generations. Addressing these expectations could be key to success for employers aiming to attract and retain this new workforce.

Reflecting on the validated hypotheses, we conclude that communication and listening skills, creativity, and emotional intelligence are highly valued by employees for considering an employer as ideal. This confirms that these competencies are at the forefront of employee expectations. While the third hypothesis was only partially affirmed, it underscores a significant emphasis on financial benefits, revealing a new dimension of employee requirements for the ideal employer. The refutation of the fourth hypothesis highlights the shift away from traditional recruitment methods, emphasizing the importance of adapting recruitment processes to new technologies.

These findings underscore the complexity of Generation Z's expectations and outline the necessity for an ideal employer who can effortlessly adapt to the rapid changes characterizing today's world.

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