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## Centennials or Generations Z and its demands to choose workplace: Comparative study between Colombia and Peru

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### Abstract:

Generation Z, also known as 'post millennials' or 'centennials', is the group of people born between 1995-2010. The objective of this research is to analyze and compare the different demands or requirements that this generation has when selecting a job for centennials in Colombia and Peru. The statistical analysis used was: Hierarchical Cluster, Non-Metric Multidimensional Scaling and Cluster k-means. An online survey was applied. Some of the main findings are: for centennials in Colombia value professional development more in a competitive context, while Peru leans towards topics such as innovation, social responsibility, values, long-term vision of the leader and intelligence, considering a more human in the world of work. Companies want to hire young people who belong to Generation Z but they do not stay long in the companies because their expectations are not understood by employers, this research will help companies understand this generation and their desires and expectations when they select a company to work for and deliver all their knowledge.

Classification JEL: D21, E24, J20

**Key Words:** Centennials, Generations Z, Workplace

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## **Centennials o Generaciones Z y sus exigencias para elegir lugar de trabajo: Estudio comparativo entre Colombia y Perú**

### **Resumen:**

La Generación Z, también conocida como 'post millennials' o 'centennials', es el grupo de personas nacidas entre 1995-2010. El objetivo de esta investigación es analizar y comparar las diferentes demandas o requerimientos que tiene esta generación a la hora de seleccionar un trabajo para los generación Z en Colombia y Perú. Los análisis estadísticos utilizados fueron: Conglomerado Jerárquico, Escalamiento Multidimensional No Métrico y Conglomerado k-medias. Se aplicó una encuesta en línea. Algunos de los principales hallazgos son: para los generación Z en Colombia es que valoran más el desarrollo profesional mientras que Perú se inclina hacia temas como innovación, responsabilidad social, valores, visión de largo plazo del líder e inteligencia. Las empresas quieren contratar jóvenes que pertenecen a la generación Z pero ellos no permanecen largo tiempo en las empresas porque sus expectativas no son comprendidas por los empleadores, esta investigación ayudará a las empresas a entender a esta generación y sus deseos y expectativas cuando ellos seleccionan una empresa para trabajar y entregar todo su conocimiento.

**Palabras clave:** Centennials, Generacion Z, Lugar de trabajo, D21, E24, J20

**Keywords.** Investment, Argentina, Analytic hierarchy process (AHP).

## **Centennials ou Geração Z e as suas exigências na escolha do local de trabalho: Um estudo comparativo entre a Colômbia e o Peru**

### **Resumo:**

A Geração Z, também conhecida como “pós-millennials” ou “centennials”, é o grupo de pessoas nascidas entre 1995-2010. O objetivo desta investigação é analisar e comparar as diferentes exigências ou requisitos que esta geração tem ao selecionar um emprego para a Geração Z na Colômbia e no Peru. As análises estatísticas utilizadas foram: Hierarchical Clustering, Non-Metric Multidimensional Scaling e k-means Clustering. Foi aplicado um inquérito em linha. Algumas das principais conclusões são: para a geração Z na Colômbia, valorizam mais o desenvolvimento profissional, enquanto o Peru está mais inclinado a temas como inovação, responsabilidade social, valores, visão de longo prazo do líder e inteligência. As empresas querem contratar jovens pertencentes à geração Z, mas estes não permanecem muito tempo nas empresas porque as suas expectativas não são compreendidas pelos empregadores. Esta investigação ajudará as empresas a compreender esta geração e os seus desejos e expectativas no momento de selecionar uma empresa para trabalhar e entregar todo o seu conhecimento.

**Palavras-chave:** Centennials, Geração Z, Local de trabalho, D21, E24, J20

## 1. INTRODUCTION

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Generation Z, or centennials, are the age group that precedes millennials. This generation are those born after 1995 and represent 25.9% of the world population (Ruperti-Lucero *et al.*, 2019), which positions them as the generation with the largest population on the planet. Generation Z developed in a fully global and modernized period, where the internet was incorporated as well as great technological and telecommunications advances and they are known as digital natives (Linne, 2014). Among the trends of Generation Z, there are the digital, work and social environments that are subject to significant changes. From this, it is possible to understand the constant changes that Generation Z and companies present today when facing the new expectations and current labor trends that this generation presents.

Gen Z work environment expectations and preferences are different between past generations and even between the same members of the generations. Generation Z is looking for a work environment where they are given priority and the opportunity to develop their professional career, an optimal work environment, good financial security and a space between work and social life. These demands are important for organizations to develop attractive work environments for Generation Z because other generations have other expectations of the workplace (Pauli, Guadagnin, & Ruffatto, 2020).

For Generation Z, the demands and characteristics of the company where they will work are important when making the decision to work. These demands and characteristics translate into challenges for companies because they must propose these aspects to attract this workforce. Currently, for example, working at home has become very common for Centennials, due to the different changes in the environment and in society, about 70% of employees between 20 and 25 years old want to telework (Galeano, 2020). It is also important to emphasize the

importance of health at work because approximately 11% of the Centennial population experience neurological disorders, especially with regard to migraines (Herrero, Ramírez, Barbero & Ruiz de la Torre, 2021). The expectations regarding an ideal place to work are the most important aspects to assess in this research. In fact, Filipuzzi (2016) identified through a survey the job expectations of Generation Z, the most important finding being that these young people belonging to Generation Z seek a job according to their personality, in addition, that progress within the organization should be quick. Likewise, for Battista, Cabrera, and Villanueva (2014), generation Z mainly seeks a good working environment accompanied by high remuneration with flexibility in their schedules, additionally, they prefer face-to-face communication and being supervised by a single boss regardless of the supervisor's gender.

The objective of this research is to know the new expectations and behaviors of Generation Z in relation to the ideal company, ideal boss and ideal environments or places of work for them. These three constructs were analyzed because they are the most aspects that Generation Z youth pay attention when they are working and decide to stay in organizations for a long time. To respond to this objective, the present study will analyze different variables that Generation Z considers to find the best place to work and the ideal boss in order to understand the expectations and preferences to enter the work environment applying statistical methods of multidimensional scaling, the groups of Generation Z and their characteristics will be defined for each country with the aim of generating knowledge so that companies objectively understand what are the requirements of this Generation Z to select the appropriate place of work and remain for a long time within the organizations.

There are several reasons why this comparative study between two Latin American countries is important. Among many reasons, the following are some: a) Understanding your job expectations in different countries will allow you to identify generational trends and how they evolve in different cultural, economic, and social contexts. b) By comparing these differences, insights can be gained on how to approach talent management and employee retention in each location. c) Generation Z represents the future of the labor market, and understanding their expectations can help you anticipate and proactively adapt to trends that will influence the workforce. The present study will answer the following research question: How do the workplace preferences and expectations of Generation Z differ between Colombia and Peru, and what factors influence their decision-making when choosing an employer?

## **2. THEORETICAL FRAMEWORK**

The emergence of Generation Z, often referred to as Centennials, has significantly transformed expectations within the workplace, particularly in Latin America. This cohort, born between the mid-1990s and early 2010s, is characterized by a distinct set of values and preferences that diverge from previous generations. In Colombia and Peru, these differences manifest in their demands for job satisfaction, work-life balance, and organizational alignment with personal values such as sustainability and inclusivity.

Generation Z, also known as 'post millennials' or 'centennials', is the group of people born between 1995-2010 (Lanier, 2017; Chillakuri & Mahanandia, 2018; Southgate, 2017; Bassiouni &

Hackley, 2014; Francis & Hoefel, 2018). According to various scientific research, this cohort represents 24% of the global population (Miller & Lu, 2018; Mondres, 2019; Francis & Hoefel, 2018; Spitznagel, 2020), and is the first generation born into a context with access to the internet, digital tools, and electronic devices, which makes Generation Z part of the technological revolution that took hold at the beginning of the 21<sup>st</sup> century (Seemiller & Grace, 2017; Lenhart, Smith, Anderson & Perrin, 2015).

A study carried out by the American Psychological Association (APA), demonstrated that at least 77% of this cohort are undergraduate students who have a part-time job or an internship, as well as professionals who are currently entering the labor market (American Psychological Association, 2017; Miller & Lu, 2018; Al-Asfour & Lettau, 2014). This information is completely necessary for employers to understand Generation Z's preferences when it comes to applying for a job, so they can structure an efficient hiring process and, of course, training and qualification. Generation Z is a cohort different from its predecessors because of the circumstances that influenced their behavior and perspectives toward life.

### ***Ideal Company***

An "ideal company" is often described as an organization that embodies a set of desirable characteristics and practices, leading to exceptional performance and success. Precisely, Thang *et al* ( 2022, p.6 ) have demonstrated in their paper that "Generation Z believed that their profiles would immediately improve and catch more attention from other recruiters once they leave said organizations". The expectations of Generation Z about an ideal company according to Pataki-Bitto and Kapusy (2021) the corporation

must show employee-centered management to improve the well-being of the employees by creating a family-friendly, animal-friendly and environment-friendly workplace, further, the ideal company appreciates the effort employees make and gives regular feedback on their performance (Pataki-Bitto & Kapusy, 2021).

Generation Z is often described as independent, eager to learn, and open-minded when it comes to diversity, religion, social class, or ethnicity (Kapil & Roy, 2014). They are also described as forward-focused, energetic, creative, rapid learners, multitaskers, individualistic, and active workers, which are some valuable and positive characteristics hiring processes require (Half, 2015; Seemiller & Grace, 2017; Arar & Öneren, 2018; Chillakuri & Mahanandia, 2018; Sidorcuka & Chesnovicka, 2017). Researchers affirm that Generation Z is the most achievement-oriented generation since they want to be involved in organizational processes because of their structural behavior, innovative ideas, risk propensity, and constant manipulation of information (Barna Group 2018; Patel, 2017; Kulcsár, 2020; Parija & Shanmuganathan, 2020; Harris & Gibson, 2008; European Commission, 2012).

However, Generation Z is willing to achieve professional goals in a short amount of time without effort, and some employers consider Generation Z members are impatient (Goh & Okumus, 2020; Turner 2015). Researchers affirm that this cohort is always hurried out and, consequently, it is difficult for them to seek long-term goals. Generation Z is constantly traveling, moving from one city to another, and applying for jobs all around the globe; they do not seek for stability, instead, they try to avoid monotony (Kulcsár, 2020; Steinerowska-Streb & Wziątek-

Staško, 2016). For this reason, this cohort is known for making the environment more globalized, with more optimistic, diverse, and dynamic perspectives that promote inclusion at the workplace (Dill, 2017; Kirchmayer & Fratričová, 2018).

Generation Z is directly related to technology since they were born into the digital age, thus, they prefer working with modern technologies instead of the conventional tangible tools previous generations use (Elmore, 2014; Oblinger & Oblinger, 2005; Prensky, 2001). They require constant feedback for their work improvement (Randstand, 2016; Dolot, 2018), and digital resources for learning organizational concepts and processes (Pearson Higher Education Survey, 2018). This cohort has high expectations for working. They want their ideas implemented, be involved in the decision-making process, have flexibility regarding their schedules, and have good interpersonal relationships with their coworkers (Schroth, 2019; Bresman & Rao, 2018).

However, at the same time, they feel uncertain about their career, future professional development, and their well-being (Bresman & Rao, 2018; Daft, 2015). For the formulation of an optimal hiring process aimed only at Generation Z, employers should address career planning and management, since this cohort has different perspectives towards professional paths and aspirations (Santos, 2016; Krishnan, Loon & Tan, 2018). Therefore, employers must be aware that Generation Z value equal treatment, promotions, opportunities for professional growth and balance between work and family; they don't like hypercritical structures and repetitive routines, and they are seeking for a better quality of life

compared to previous cohorts (Schwieger & Ladwig, 2018; Arar & Öneren, 2018).

### ***Job Characteristics***

Rewards and recognition such as salary increases, bonuses, among others, and professional and job advancements immediately and without little effort turn out to be widely motivating factors for members of Generation Z (Bari, Fanchen, & Baloch, 2016). Gen Z seeks to have a flexible professional life where, due to their entrepreneurial skills, they can not only create an identity but, in turn, can be in various workplaces that allow them to make significant contributions to companies in response to the fact that Generation Z is multicultural and global and has the ability to transmit information clearly and be organized (Tysiac, 2017; Santos, 2016).

It is important that companies consider the preferences that attract members of Generation Z, which are different from those of previous generations (Ma, Hu & Gocłowska, 2016). Generation Z seeks to work in companies with high moral and ethical standards (Intel, 2021; Singh & Dangmei, 2016; Rothman, 2016). In addition, technology, for its part, plays a strongly motivating role for members of Generation Z since they want to work with this modality to achieve their objectives (Ozkan & Solmaz, 2015), in addition to technology this generation got used to information which allows a great variety of activities to be carried out simultaneously and that the result is of high quality (Cable & Parsons, 2001; Fernandes, 2018). Otherwise, Generation Z prefers to be part of long-term projects where the contribution to the environment, society, and global well-being can be rewarding (Goh & Lee, 2017).

When applying the Theory of Planned Behavior (TPB), researchers found out that Generation Z members have great enthusiasm when it comes to learning new skills because they want to be prepared for a spectacular career performance (Ajzen, 1991; Dill, 2017). Employer Branding and Management Theory play a significant role as well since Generation Z's performance is the product of their abilities multiplied by their motivations (Silinevica & Meirule, 2019). This cohort is motivated by finding new growth opportunities, obtaining professional benefits, recognition, money, meaningful work, and even by a better self-esteem; hence, members of the Generation Z end up volunteering until they achieve these purposes (Wilson, 2000; Clary & Snyder, 1999; Schwabel, 2014; Kubátová, 2016; Voced, 2018). However, this cohort's performance depends not only on their motivations, but also on their attitudes towards the activities they volunteered for (Mischel, 1997; Katz, 1960).

Appropriate training programs would encourage Generation Z to have a positive attitude towards volunteering activities, misperceptions regarding these training programs could negatively affect Generation Z attitudes, leading them to volunteer in other places where their expectations are met (Armitage & Conner, 2001). On the other hand, Generation Z prefers training programs that include digital tools (Twenge, 2017; Cartwright-Stroupe & Shinnars, 2021), and goal setting (Corn, Feldman & Wexler, 2020). Researchers also agree that Human Resources (HR), must be aware that members of the Generation Z are also motivated by the tools they are offered for completing their volunteering, otherwise they wouldn't feel comfortable working with tools that are not enough for an optimum performance (Ridderstrale, 2004).

In other words, Generation Z does not agree with the traditional 'office work culture' since they can easily adapt to technology and every digital process business require, they prefer working with new information technologies for better performance (Ridderstrale, 2004; Bruschi & Kelly, 2014; Fernandes, 2018). They are tech-savvy compared to every other cohort, and they consider that working tasks can be automated thanks to virtuality, reducing human efforts and time (Barnes & Noble College, 2018). Members of this generation prefer learning through videos, interactive content, and collaborative virtual groups (Pearson Higher Education Survey, 2018; Seemiller & Grace 2017). Therefore, employers should consider ways to integrate digital tools with employee development and performance management systems (Cilliers, 2017). In sum, there is extensive literature that has studied the relationship between job characteristics and behavioral outcomes in general as intrinsic motivation (Ravi, 2020). Gon and Lee (2017) identified some practices very important to Generation Z: Interesting work, cross-training (different functions), working hours, anti-discrimination policies, and workplace safety.

### ***Ideal Boss***

For members of Generation Z, social relationships become an important need, however, this socialization is carried out mainly through social networks and text messaging (Pichler, Kohli, & Granitz, 2021; Clark Kevin, 2017). What makes them become virtual and superficial, the latter being that Generation Z loses essential communication rules such as: listening, asking, knowing how to express themselves, having coherence in a conversation, among others (Bencsik & Machova, 2016; Tulgan, 2013; Pew Research Center, 2012).

In addition, Generation Z wishes to establish clear and open communications with their superiors and co-workers, also that these communications are interactive and with clear responses (Kirchmayer & Fratričová, 2018; Hershatter & Epstein, 2010). Likewise, members of Generation Z consider it important not only to have good relationships with their co-workers (members of the same generation), but also that with these relationships it is possible to create new professional networks (Hampton & Welsh, 2019; Fodor, Jäckel, & Pal Szilagyi, 2018; Kapil & Roy, 2014; Grow & Yang, 2018).

Otherwise, members of Generation Z do not establish good working relationships with members of previous generations, such as baby boomers and Generation X, as this can lead to misunderstandings in the workplace (Urick, *et al*, 2017; Safrankova & Sikyr, 2019). However, Gen Z does find a relationship with Millennials, as they identify with their leadership style and positive attitude. (Al-Asfour & Lettau, 2014; Adecco, 2016). Some leadership traits preferred by Gen Z are assertive communications, positive and inclusive culture, emotional intelligence, feedback, commitment, equality, open-minded and friendliness (Gabriellova & Buchko, 2021; Grow & Yang, 2018). Otherwise, the members of Generation Z demand constant guidance and feedback on their activities from their bosses, this in response to a reaction of having grown up in an environment of likes or rewards of social networks to which they are accustomed. If not, you think they have done things wrong, or their work is not significant in the company where they work (Randstand, 2016; Sujansky & Ferri-Reed, 2009; Center for Generational Kinetics, 2018).

One of the greatest generational changes in companies that has been seen in recent times

is approaching, since now the first members of Generation Z are entering the workplace (Al-Asfour & Lettau, 2014; Tulgan, 2013). Therefore, the role of the future employer is to attract this generation by meeting their different professional and work expectations that they have about the place where they will work, which include generous salaries, rapid professional growth, health insurance, flexible hours, among others (Sidorcuka and Chesnovicka, 2017; Half, 2015). However, these expectations of the work environment are often idealistic and unrealistic (Bencsik, et al, 2016; Yu, 2019; Schroth, 2019).

Thus, the traditional workplaces where there is overcrowding of employees and accelerated standard of living do not convince Generation Z; Generation Z prefers quiet spaces where they can meet their peers occasionally (Topuzovska Latkovikja & Borota Popovskab, 2020). In addition, to look for workplaces adapted to their tastes, where there are no geographical limits and schedules to be able to carry out their different activities which must be innovative and creative, likewise, be able to make significant contributions to the companies where they are working (Seemiller & Grace, 2017; Ozkan & Solmaz, 2015).

On the other hand, the desire to have autonomy when developing the different tasks is a characteristic highly valued by Generation Z, even more than previous generations (Intel, 2021) Since being autonomous they could develop their activities in a better way and at their own expense. Instead, reduce costs to companies, in addition to reducing job desertion by this generation (Deci & Ryan, 1985). It should be clarified that this generation is less involved in the workplace than past generations (Statnické, Savanevičienė, & Šakys, 2019).

Otherwise, due to the internet and social networks, the existing cultural diversity in companies is not a limitation to be accepted by Generation Z, since this allows interaction with people from all over the world to be easy for them. allows one to be well-prepared for a work environment (Apuzzo, 2015). As was mentioned by Jiri (2016) ideal boss is a coach/mentor (51 %), a leader (40 %), an advisor (34 %), a confidant/discuss private and work matters (30 %), a friend (16 %), and a director/allocator of work (10 %).

### 3. METODOLOGY

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The study was quantitative with a descriptive observational scope based on a non-probabilistic sample of Centennial students from 13 Higher Education Institutions (IES) between Colombia and Peru. In terms of statistical analysis, the following techniques were used sequentially: a) Hierarchical Cluster b) Non-Metric Multidimensional Scaling and c) Cluster k-means, to obtain a profile of the job expectations of Centennials. An online survey was applied between June and July 2020, in which a total of 2754 individuals participated in order to make a contrast between the two countries, 1004 surveys were applied in Colombia (37%) and 1750 surveys were in Peru (63%). The respondents were students from 18 to 23 years old from 22 higher education institutions located in Colombia and Peru. All the participants are centennial students from business schools, of the professional careers of Administration, Marketing, Business International, Accounting, Economics, and Human Resources. The 22 reagents used in



the investigation have been shown to have high values of reliability and validity. However, it should be noted that these results are based on the use of Schwartz's (1992) universal value theories, which states that values can be organized in quadrants of opposite poles, distinguishing between self-transcendence values and self-preservation on the one hand (people who value justice, equity, collective well-being, and personal stability), and the values of self-promotion and openness to change and McClelland's human needs (1985) also maintains that people can be motivated, among others, by achievement (focused on goals, tasks, and success) or by affiliation (focused on people, collaboration, and common welfare).

The group of questions investigates job expectations in three different dimensions: a) ideal company to work for, b) ideal boss to work with, and c) characteristics that a job should have. a) In the ideal company dimension: from a list of 9 items, students are asked to choose only three, the most important for them. The question is, what characteristics should an ideal company to work for have? The items are 1. High invoicing, 2. Company with values similar to mine, 3. That is multinational/international, 4. Innovative, 5. With prestige/great reputation, 6. With salaries and benefits above the average, 7. Socially responsible or with good purpose, 8. That provides a career line or professional development, 9. That values the well-being (quality of life) of its employees. b) Assessment of the qualities of the ideal boss. From a list of 7 items, students are asked to choose only three, the most important for him/her. The question is what attributes do you value most in a boss? The items are: 1. Sense of humor, 2. Flexibility, 3. Intelligence, 4. Long-term vision, 5. Technical knowledge, 6. Good values, 7. Good

communication. and c) Evaluation of the characteristics that a job should have. From a list of 7 items, Centennials are asked to rate each characteristic on a Likert scale, where 1 is not important at all and 5 is very important. The question is what characteristics are the most important that a job should have? The items are: 1. Good relationships with bosses/clients/coworkers, 2. Good training opportunities/learn new skills, 3. Work-life balance, 4. Good compensation plan (bonuses, incentives, health benefits, etc..), 5. Job stability / Business sustainability, 6. Challenging job, 7. Opportunity to travel. The software used for data analysis was SPSS V.24.

#### 4. RESULTS

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According to Table 1, in the case of Colombia, the sample is equally distributed between men (45%) and women (55%), however, in Peru there is a higher proportion of women (72%) compared to men (28%). Likewise, the age in both groups is similar with a mean of 23 years and a standard deviation of approximately 1.7 years. On the other hand, in Business Administration the 4th and 2nd semesters turned out to be the most representative, indicated by the value of fashion, while for Marketing/Business Management, International Business (international trade) and HR, in the Colombian case the majority of the students are in the 2nd and 3rd semesters, which indicates that job expectations are still in formation.

**Table 1. Descriptives**

		<b>Country</b>	
		Colombia	Peru
		n=1004	n=1750
<b>Gender</b>	Male	45%	28%
	Female	55%	72%
Age	Mean	23	23
	SD	±1,61	±1,70
Business Administration	Mean	5	5
	Median	5	4
	Mode	4	2
Marketing / Business Management	Mean	5	6
	Median	5	5
	Mode	2 <sup>a</sup>	5
International Business (international trade)	Mean	4	5
	Median	3	5
	Mode	3	6
HR	Mean	5	5
	Median	5	5
	Mode	2	5
Others	Mean	.	6
	Median	.	6
	Mode	.	10

**Colombia Country Results**

Table 2 shows which items were most valued and least valued by the respondents. Here it can be understood that in the Ideal Company dimension, the items that matter most to Generation Z are an innovative company and a socially responsible company with similar securities. In addition, the most valued attributes for the Ideal Boss dimension are good communication, good values, and that leaders have a long-term vision.

Source: own elaboration, 2022

**Table 2. Company attributes and the Ideal Boss**

<b>Dimension</b>	<b>Value</b>	<b>%</b>
<b>Ideal Company</b>	Innovative	<b>57%</b>
	Socially responsible	<b>56%</b>
	Similar Securities	<b>49%</b>
	Multinational international	37%
	Superior promise wages	34%
	Welfare quality of life	21%
	Professional development	20%
	Prestige reputation	16%
	High Invoicing	9%
	<b>Most valued attributes of a Ideal Boss</b>	Good Communication
Good values		<b>41%</b>
Long term vision		<b>34%</b>
Intelligence		29%
Flexibility		14%
Technical knowledge		13%
Sense of humor		6%

Note: multiple choices  
 Source: own elaboration, 2022

Affording to Table 3, the data indicate that training opportunities (74%), work-life balance (73%), and a good relationship with the boss are the most important elements for centennials, in counterpart, challenging work (44%) and travel opportunities (50%) have a lower degree of relevance.

Table 3. Job Characteristics

Variable	Less important			Most important	
Training opportunities	0%	0%	4%	<b>22%</b>	<b>74%</b>
Work life balance	0%	1%	4%	<b>22%</b>	<b>73%</b>
Good relationship boss	0%	0%	4%	<b>24%</b>	<b>71%</b>
Job stability	0%	0%	3%	27%	69%
Compensation plan	0%	1%	7%	34%	58%
Travel opportunity	0%	3%	13%	33%	50%
Challenging work	0%	2%	12%	42%	44%

Source: own elaboration, 2022

In comparison, it was evaluated if there were significant differences between both genders, obtaining the following results. The analysis of Table 4 indicates that, in the case of the ideal Company, there are statistically significant differences between men and women in the variables high invoicing, prestige reputation, and socially responsible, identifying that it is the male gender that values the billing of the company more. company ( $\chi^2$ : 9,796;  $p=0.002$ ) and reputation ( $\chi^2$ : 22,237;  $p=0.00$ ), while women are in search of socially responsible organizations ( $\chi^2$ : 17,331;  $p=0.00$ ). Likewise, in the most valued attributes of the Ideal Boss, there are significant differences, men appreciate a sense of humor more ( $\chi^2$ : 11,550;  $p=0.001$ ) while women prefer good communication ( $\chi^2$ : 15,287;  $p=0.00$ ). and good values ( $\chi^2$ : 7.934;  $p=0.005$ ).

Table 4. Differences between gender – Colombia

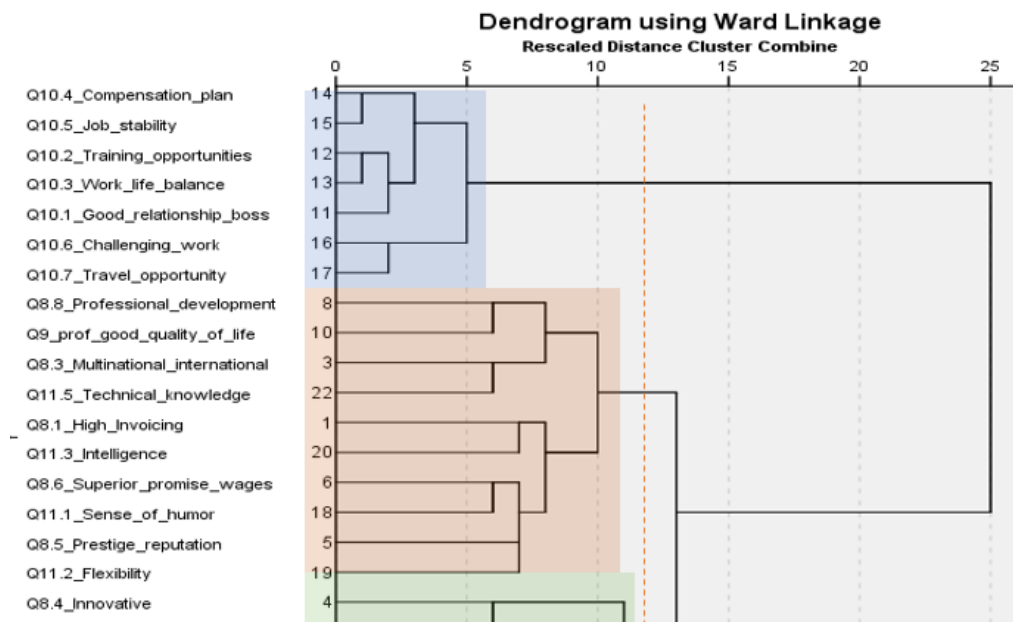
Ideal Company	Male	Female	X2	p-value
High Invoicing	61%	39%	9,796	0,002*
Similar Securities	50%	50%	3,12	0,77
Multinational international	45%	55%	0,014	0,907
Innovative	45%	55%	0,44	0,833
Prestige reputation	62%	38%	22,237	0,00*
Superior promise wages	46%	54%	0,343	0,558
Socially responsible	38%	62%	17,331	0,00*
Professional development	41%	59%	3,331	0,068
Welfare quality of life	43%	57%	1,967	0,161
<b>Most valued attributes of an Ideal Boss</b>				
Sense of humor	67%	33%	11,55	0,001*
Flexibility	52%	48%	3,819	0,051
Intelligence	49%	51%	3,214	0,073
Long term vision	47%	53%	1,048	0,306
Technical knowledge	51%	49%	2,303	0,129

### Hierarchical Cluster Analysis (HCA)

An HCA was carried out in order to understand the way in which the variables associated with the ideal company, ideal boss, and characteristics that the ideal workplace should have been agglomerating, given that this type of technique allows segmenting and identifying homogeneous groups that they can be classified by cases (observations) or variables (Ghosal, Bhattacharyya & Majumder, 2020). For this, the Ward method was used, which measures the total sum of the squares of the deviations between each observation and the mean of the cluster where it is located based on the squared Euclidean distances, as a result, this technique is one of the most used in practice due to their high discriminative level (Sharma & Batra, 2019).

On the other hand, it was necessary to perform a transformation to Z scores of the values for each question, since they were measured on different scales, binary in the case of multiple answers for company and ideal boss, Likert for the attributes of an ideal job. Once these parameters were established, the initial agglomeration was observed, determining the existence of three clusters, and taking them as a reference to continue with the analysis. Finally, it was decided to generate the proximity matrix that explains the similarity between each of the analyzed variables, this as input for the following statistical process, Non-Metric Multidimensional Scaling (NMDS). Next, the result of the HCA is shown in the dendrogram with the selected clusters.

Figure 1.  
 Colombia - Dendrogram using Ward Linkage



and flexibility in line with job characteristics explained in the theoretical framework where Generation Z seeks to work in companies with high moral and ethical standards (Intel, 2021; Singh & Dangmei, 2016; Rothman, 2016). While cluster 3 called *committed company* is related to aspects such as innovation, long-term vision, values, assertive communication, social responsibility and well-being, that is slightly more intangible elements that were observed in job characteristics

The dendrogram shows (See Figure 1) a grouping in three clusters that could be named: 1) awareness company (blue); 2) kaizen company (red) and 3) committed company (gray), each one made up of a combination of variables associated with the ideal company, characteristics of a good job and ideal boss. Regarding cluster 1 – *awareness company*, it is important to point out that it is characterized by having elements related to a good job, which is perceived as one that generates professional opportunities, balance between personal and work life, stability, adequate compensation plans and positive relationships with the bosses. This group would be aligned or would be in accordance with an ideal company and ideal boss as was explained in the theoretical framework, in fact, Generation Z is willing to achieve professional goals in a short amount of time without effort, and some employers consider Generation Z members are impatient (Goh & Okumus, 2020; Turner 2015).

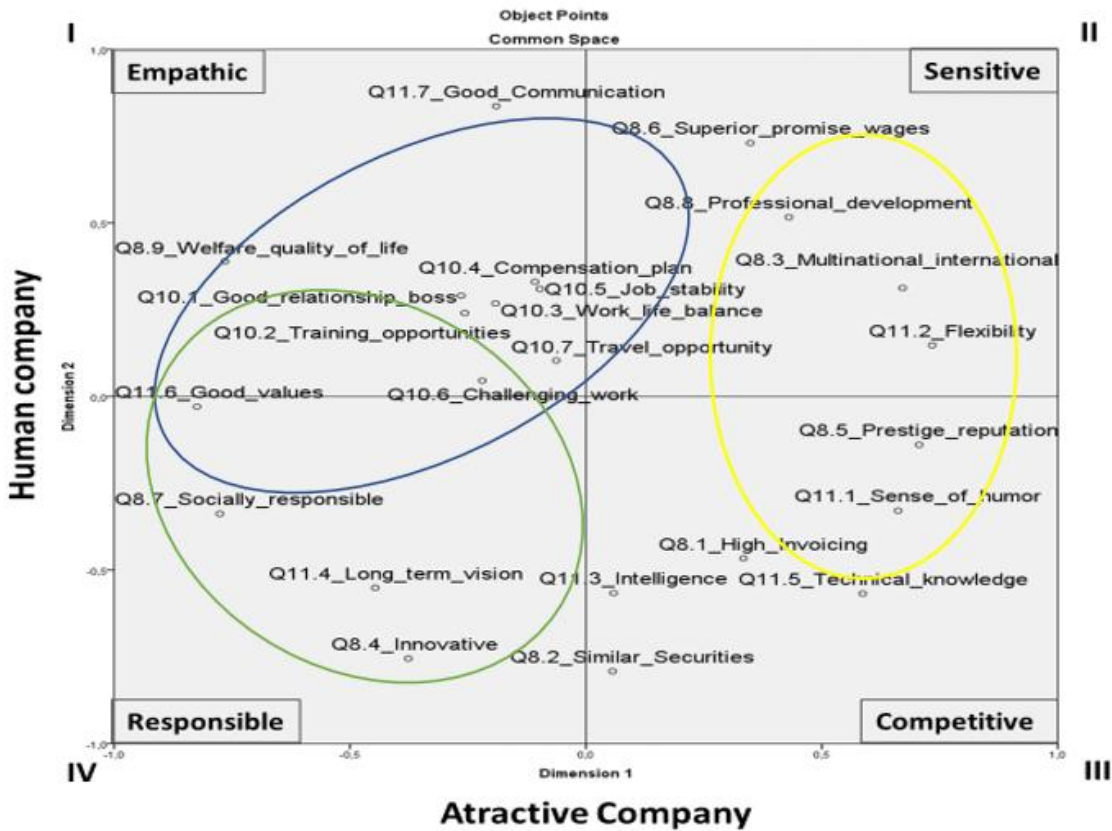
The second cluster named *the kaizen company cluster* is associated with continuous improvement, characterized by professional development, reputation as a company in the international arena, technical knowledge, billing

variable because they prefer working with new information technologies for better performance (Ridderstrale, 2004; Bruschi & Kelly, 2014; Fernandes, 2018). Next, a projection of these categories was obtained on a two-dimensional plane (common space) through the non-metric multidimensional scaling technique, in order to observe the similarities and differences between all the categories analyzed, as shown in figure 2. As you can see in Figure 2, in the three circles it is possible to identify the three groups in the blue color *awareness company*, in the yellow circle *Kaizen company* and in the red circle *committed company*. Companies can learn about the characteristics of each group of Generation Z and their expectations and desires to make the hiring process more efficient and long-term for the benefit of Generation Z and companies. In addition, Figure 2 shows also that a company called an *awareness company* should be empathic from Generation Z point of view being an organization very human, also, a *Kaizen company* must be sensitive and competitive when Generation Z analyses the workplace ideal. Finally, a *committed company* must be

characterized as very responsible with its decisions.

(D.A.F.) = 0.9084; Tucker's Coefficient of Congruence = 0.9531.  
 Source: own elaboration, 2022

**Figure 2.**  
*Non-Metric Multidimensional Scaling – Colombia*



Proximities calculated with squared Euclidean distance applying Torgerson algorithm.  
 Normalized Raw Stress = 0.08156; S-Stress=0.23397; Dispersion Accounted For

Very good	0.025
Great	0.0

Source: Kruskal (1964)

Based on the NRS obtained (0.08156), it is considered that the model is in the good category as indicated in the previous Table 5, in addition, the DAF and Tucker's Coefficient of Congruence close to 1 confirm it. In this sense, it is observed in Figure 3 that the response options are distributed among four quadrants along both dimensions, considering the left loop as the

The NMDS (Proxscal) was performed using the proximity matrix obtained in the previous step (hierarchical cluster) in order to generate results consistent with the clusters obtained. It is important to note that this matrix contains values (proximities) between each of the variables, allowing them to be projected on a two-dimensional plane (Mulca & Dhame, 2019). On the other hand, the input variables were specified as intervals, that is, continuous, subsequently applying Torgerson's algorithm (1952) for the initial configuration, which allows for optimizing the stress obtained from the procedure.

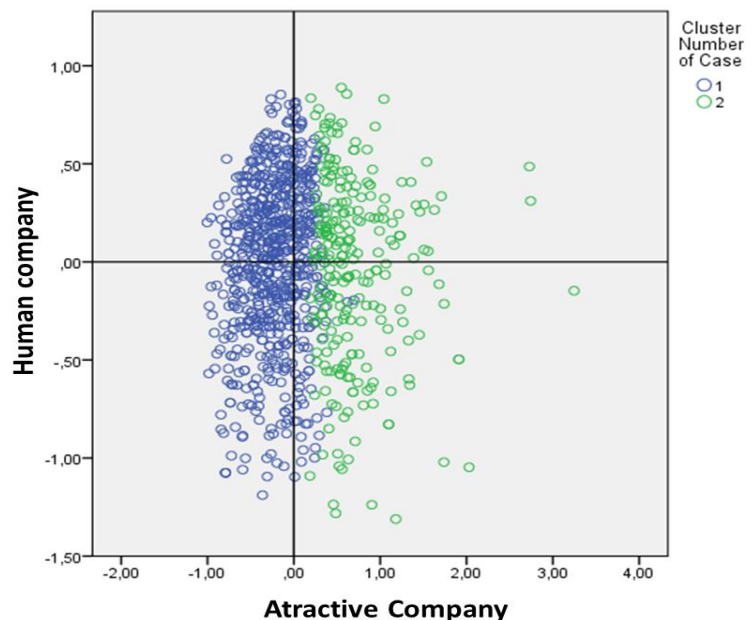
According to Mukherjee, Sinha & Chattopadhyay (2018), Stress is not in itself a measure of the goodness of fit of the model, but the opposite, that is, the non-goodness of fit, so it is assumed that the lower its better value the model. This is how Kruskal (1964) reviewed it and developed the interpretation for the Normalized Raw Stress (NRS).

**Table 5**  
*Normalized Raw Stress*

Poor	0.2
Acceptable	0.1
Well	0.05

*Human Company* dimension, while the lower one is more associated with *Attractive Company*. Subsequently, a K-Means cluster analysis was performed in order to form conglomerates and identify their projection on the two-dimensional plane proposed by the NMDS.

**Figure 1.**  
*Cluster Analysis - Colombia*



*K-means algorithm*  
 Source: own elaboration, 2022

Using the final coordinates of the NMDS, clusters 1 and 2 are projected on the plane as a product of k-means, observing that 75% of the cases belonging to cluster 1 are clustered in the area associated with *Empathic and Responsible Company*, while cluster 2 with a size of 25% is located towards the *Sensitive and Competitive Company* dimension. On the other hand, it is important to point out that approximately 57% of the cases belonging to cluster 1 are clustered in quadrant I associated with the *Empathic Company*, that is, they value aspects such as good relations with superiors, training opportunities, quality of life, good values, balance between work and personal life. Likewise, the variables located in quadrant I belong to the *awareness company* cluster identified in the dendrogram. Finally, the k-means clusters are validated using a random sample of 50% of the data, as follows in Table 6.

**Table 6**

*Cross Validation clustering - Colombia*

		Original data				Total	
		1		2		N	%
		N	%	N	%		
Random	1	380	<b>97,4%</b>	4	3,3%	384	75,1%
sampling	2	10	2,6%	117	<b>96,7%</b>	127	24,9%
	Total	390	100,0%	121	100,0%	511	100,0%

Rand Index (RI): 0,9086

Sample 50% of the original data

Source: Own Elaboration, 2022

The validation indicates that the clusters obtained in the sample agree 90.86% of the time, demonstrated by the RI, that is, that most of the cases maintained their final cluster when applying the algorithm to a subsample of the data.

### **Peru Country Results**

For Generation Z in Peru, the three main characteristics (see Table 7) of the ideal company are related to Professional Development, Welfare quality of life, and Innovative, with high invoicing being one of the least valued aspects with 5% of the total responses. In the same way, Good Communication, Good values, and long-term vision are the most demanded attributes in a leader, while a sense of humor would not be the most striking trait compared to the rest.

Table 7. Company attributes and the ideal boss

Dimension	Value	%	
Ideal Company	<b>Professional development</b>	<b>60,1%</b>	
	<b>Welfare quality of life</b>	<b>59,6%</b>	
	<b>Innovative</b>	<b>42,9%</b>	
	Socially responsible	42,4%	
	Superior promise wages	31,8%	
	Prestige reputation	21,6%	
	Multinational international	19,1%	
	Similar Security	17,4%	



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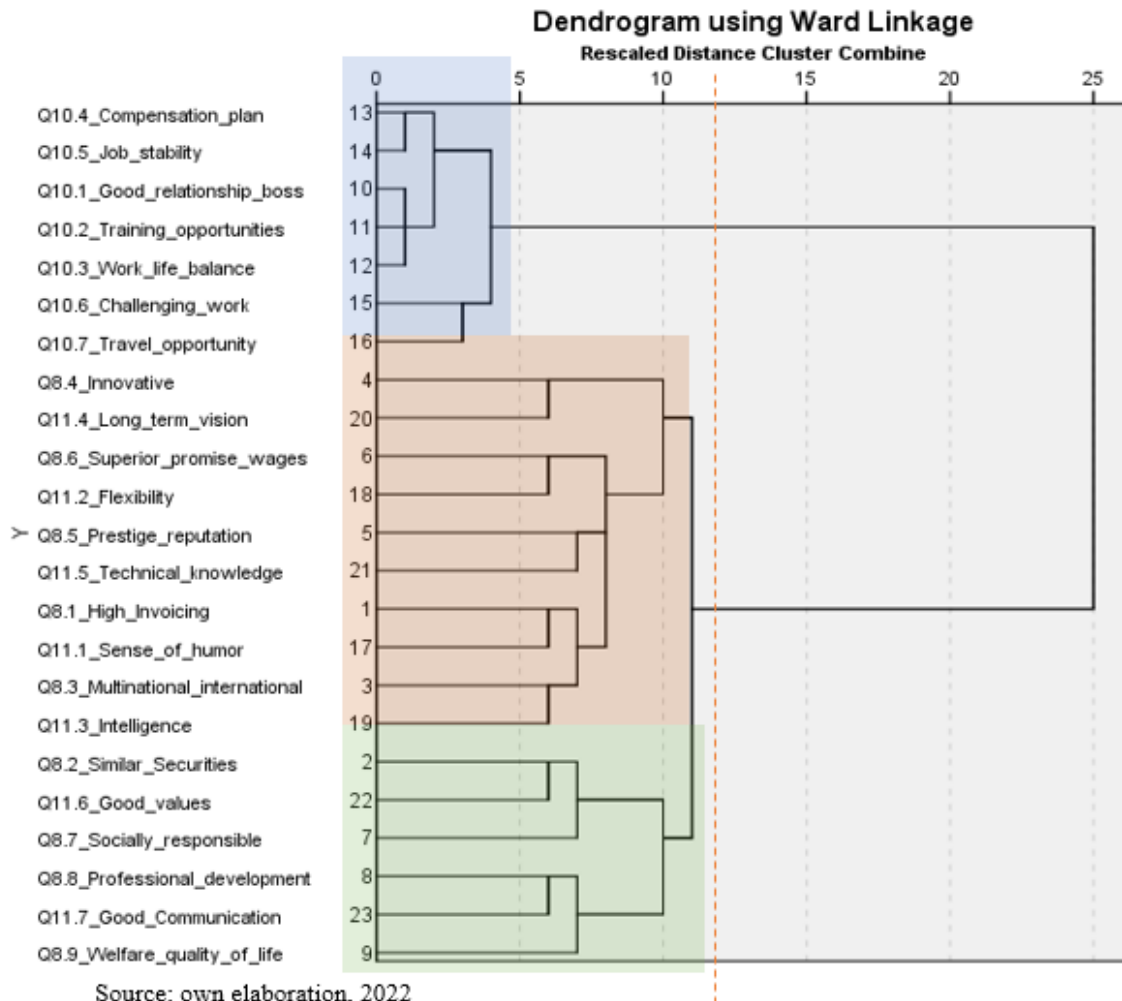
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	Prestige reputation	21,6%
	Multinational international	19,1%
	Similar Securities	17,4%
	High Invoicing	5,1%
	<b>Most valued attributes of a Ideal Boss</b>	<b>Good Communication</b>

### Hierarchical Cluster Analysis

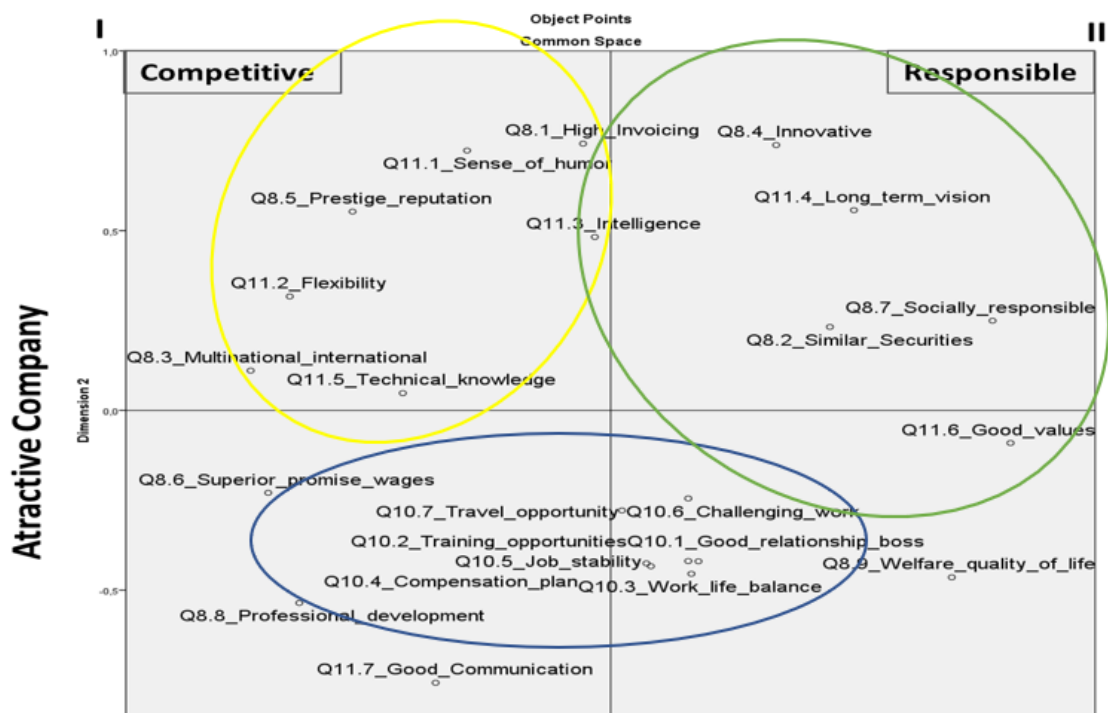
In the case of Peru, there was a sample of 1750 cases, applying the same analytical techniques for Colombia. In this sense, the result of the hierarchical cluster exposed in Figure 4 is detailed.

Figure 4.



It is observed that the agglomeration of variables in the context of Peru is similar to that obtained in Colombia (See Figure 4). Specifically, cluster 1 (blue) brings together elements that identify as an *awareness company*, while cluster 2 *kaizen Company* (orange) is more associated with elements of reputation/success where salary, billing and innovation are valued as key factors. On the contrary, cluster 3 *committed company* is related to intangible values such as social responsibility, good communication, well-being and quality of life. Likewise, the projection of these variables in the two-dimensional plane is analyzed by means of NMDS. As you can see in Figure 5, in the three circles it is possible to identify the three groups in the blue color *awareness company*, in the yellow circle *Kaizen company* and in the red circle *committed company*. Companies can learn about the characteristics of each group of Generation Z and their expectations and desires to make the hiring process more efficient and long-term for the benefit of Generation Z and companies.

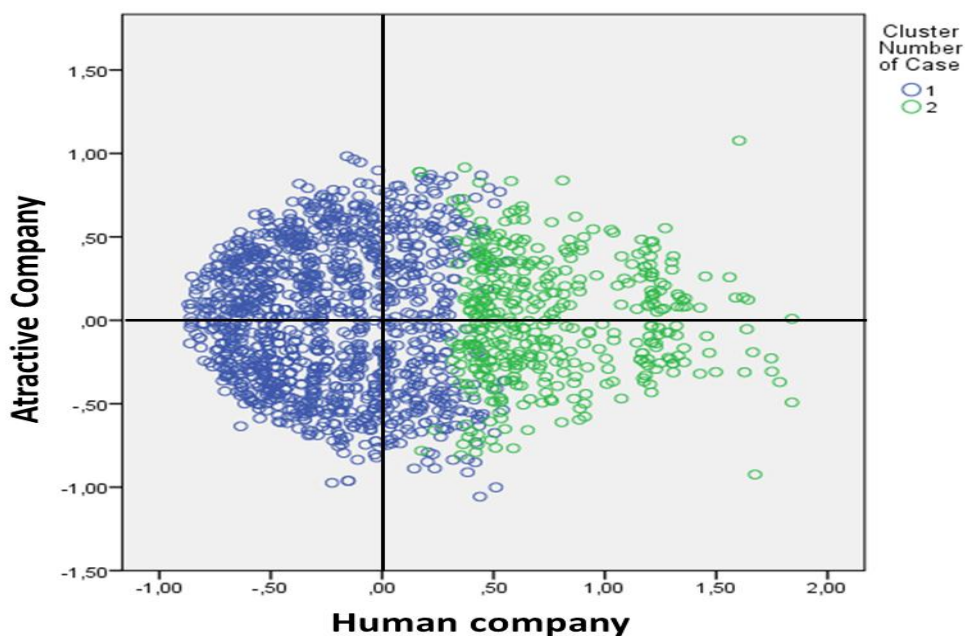
**Figure 5.**  
 NMDS – Peru



In the quadrant I (See Figure 5) *Competitive Company* are elements of the company such as reputation, multinational and high turnover, while the characteristics of the leader are technical knowledge, flexibility, sense of humor. Based on the above, this area of the graph can be associated with a combination of a successful company in terms of international projection and flexible and intelligent leadership. For its part, quadrant II *Responsible Company* is identified by innovation, social responsibility, similar values, with a leader who has a long-term vision.

Meanwhile, Quadrant III *Emphatic Company* leans towards well-being, quality of life, good relations with the boss, job stability, compensation plans, training opportunities and a challenging job. Finally, quadrant IV *Sensitive Company* is characterized by good communication, professional development and superior salaries. In general, based on the results, it can be assumed that dimension 1 is related to the vision of a *Human Company*, while dimension 2 *Attractive Company* is oriented towards success, reputation and professional development. Next, the cluster analysis (figure 6) shows the projection in this two-dimensional space.

**Figure 6.**  
*Cluster Analysis – Peru*



In Figure 6, there is an agglomeration of cluster 1 towards dimension 2 (Attractive company), distributed between quadrants I and IV, on the other hand, cluster 2 is concentrated in dimension 1 (Human company) between quadrants II and III. In this sense, it is observed that approximately 75% of cluster 1 is inclined towards aspects related to the successful company, valuing its reputation, prestige, international projection, high salaries, professional development opportunities with leadership that has flexibility, sense of humor, technical knowledge and good communication. Specifically, cluster 1 is evenly divided with approximately 50% of the cases between competitiveness (I) and sensitivity (IV), even taking traits of the human company when placed in quadrants associated with responsibility (II) and empathic (III).

In contrast, cluster 2 focuses on elements such as values, social responsibility, well-being and quality of life, the balance between work and personal life, training opportunities and a challenging job. Specifically, quadrant II (responsibility) accounts for 55% of the cases, while the rest is distributed towards empathy. Finally, it is important to mention that the cases that are located in the center of the dimensions, that is, where the axes of the graph intersect, are cases that do not show a clear tendency to their ideal job,

since they have scores close to zero. in both dimensions and are not inclined towards either the human company or the attractive company (see red circle for example). In order to validate these findings, the cross-validation table with a 50% sample is shown below (See Table 10). With a random sample of 50%, an RI = 0.997 was obtained, that is, the k-means algorithm was able to correctly classify the original cases and those taken in the sample.

In conclusion, observing the results of the NMDS for Colombia and Peru, some important elements stand out. In the first place, Colombia, quadrant I of the NDMS graph indicates that the variables that characterize it are related to orientation towards work in a more humane environment, for example, well-being and quality of life, positive relationship with the boss, good values, communication and training opportunities

**Table 10.**  
*Cross Validation clustering - Peru*

		Original data				Total	
		1		2		N	%
		N	%	N	%		
Random	1	660	<b>99,7%</b>	0	0%	660	73%
sampling	2	2	0,3%	242	<b>100%</b>	244	27%
	Total	662	100%	242	26,8%	904	100,0%

*Rand Index (RI): 0,997*

*Sample 50% of the original data*

Source: own elaboration, 2022

While for Peru this same quadrant is associated with prestige and reputation, a company with an international background, high turnover, technical knowledge of the boss, flexibility and sense of humor of the leader, being described as a profile oriented to business success.

Second, quadrant II for Colombia is oriented towards professional development in a competitive context, while Peru is inclined towards topics such as innovation, social responsibility, values, long-term vision of the leader and intelligence, considering a more humane perception of the world of work. Thirdly, quadrant III agglomerates variables associated with the knowledge, reputation and turnover of the company, contrary to Peru where it is observed that this segment is more related to good relations with the boss, well-being, quality of life and job opportunities. training. Lastly, quadrant IV for Colombia is described as innovative, socially responsible and innovative, while for Peru it is characterized more as professional development, high salaries and good communication with the boss. In addition, with Battista, Cabrera, and Villanueva (2014), generation Z mainly seeks a good working environment accompanied by high remuneration with flexibility in their schedules. This research has showed also that centennials in Colombia and Peru have compensation plans and work-life balance are characteristics that they are looking for when they are selecting a workplace. According to Randstad (2016) and Dolot (2018) centennial generation require constant feedback for their work improvement, in study findings good

Generation Z seeks to work in companies with high moral and ethical standards (Intel, 2021 et al; 2016; Rothman, 2016). This affirmation is also seen because of the investigation where the centennials evaluate their ideal company one that is socially responsible with a high prestige in reputation. Flexibility and superior promise wages are variables that are seeking Generation Z in Colombia and Peru to work as well as Sidorcuka and Chesnovicka (2017) mentioned: they look for a place where they will work, which include generous salaries, rapid professional growth, health insurance, flexible hours, among others. Also, in this comparative study, a *good relationship with the boss* is very important for both group but centennials from Colombia is more relevant than centennials in Peru as was demonstrated by Randstad (2016); Sujansky & Ferri-Reed (2009) and Center for Generational Kinetics (2018) where they point out the members of Generation Z demand constant guidance and feedback on their activities from their bosses.

### **Comparativo Colombia - Peru**

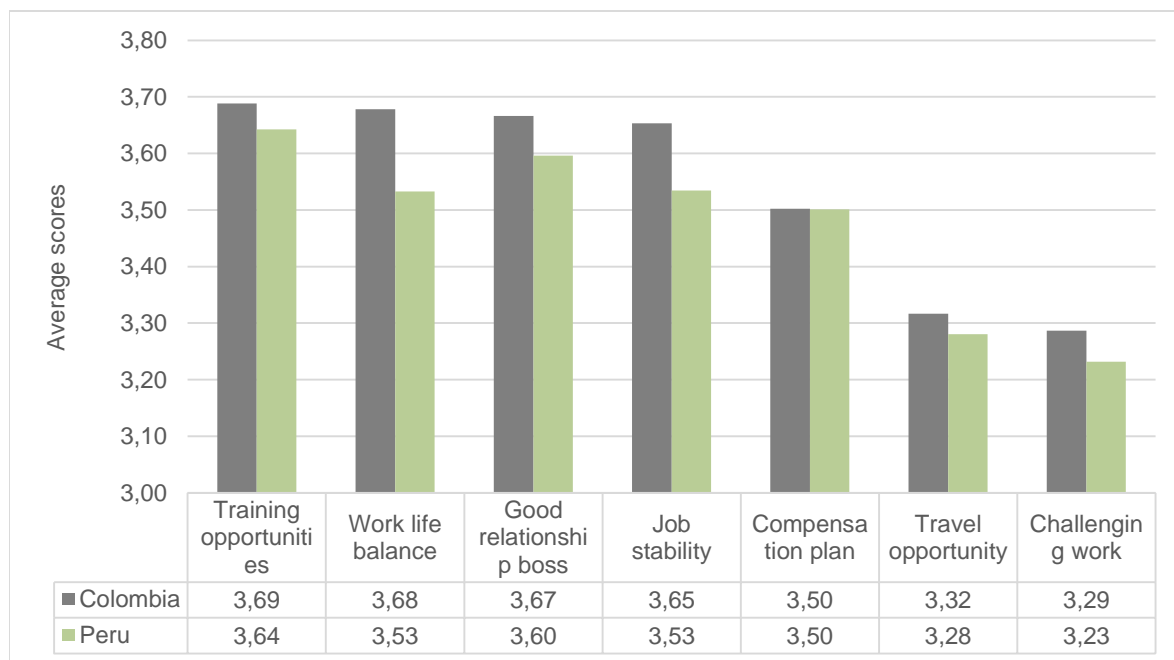
Table 11. Differences between gender – Colombia and Peru

<b>Ideal Company</b>	<b>Colombia</b>	<b>Perú</b>	<b>X2</b>	<b>p-value</b>
High Invoicing	63,5%	36,5%	15,069	,000*
Innovative	56,7%	43,3%	45,359	,000*
Similar Securities	55,2%	44,8%	6,818	,009*
Socially responsible	53,8%	46,2%	12,642	,000*
Superior promise wages	51,7%	48,3%	1,450	0,229
Multinational international	51,2%	48,8%	0,388	0,534
Welfare quality of life	48,9%	51,1%	1,817	0,178
Prestige reputation	41,8%	58,2%	15,000	,000*
Professional development	38,4%	61,6%	131,262	,000*
<b>Most valued attributes of a ideal Boss</b>				
Intelligence	58,0%	42,0%	22,717	,000*
Long term vision	54,1%	45,9%	7,881	,005*

There are significant differences between Colombia and Peru in terms of High Invoicing, Innovative, Similar Securities, and Socially responsible, which means that young Colombians direct their job preferences towards these attributes in companies. In contrast, Peruvian Generation Z are more inclined towards prestige and reputation, as well as professional development. Regarding Superior promise wages, Multinational international, and Welfare quality of life, no statistically significant differences were observed between the two countries.

Regarding the attributes of the boss, the data indicates that Colombians value intelligence and long-term vision more, while Peruvians indicated good values and flexibility as the most valuable traits of a boss. On the other hand, a T Student test was applied for the characteristics of a good job dimension to determine if the average score of the associated Likert scale was statistically significant between each country. The results of this process are shown in Figure 7.

Figure 2. Average scores are Job characteristics.



Source: own elaboration, 2022

elements stand out. Firstly, in Colombia, quadrant I of the NDMS graph indicates that the variables that characterize it are related to orientation towards work in a more humane environment, for example, well-being and quality of life, positive relationship with the boss, good values, communication and training opportunities, while for Peru this same quadrant is associated with prestige and reputation, a company with international experience, high invoice, technical knowledge of the boss, flexibility and sense of humor of the leader, being described as a profile business success oriented.

Table 2. Differences entre Average scores Job characteristics – Colombia y Perú

	Colombia	Peru	t	p value
Training opportunities	3,69	3,64	1,940	0,052
Work life balance	3,68	3,53	5,752	0,000*
Good relationship boss	3,67	3,60	2,878	0,004*
Job stability	3,65	3,53	4,805	0,000*
Compensation plan	3,50	3,50	0,032	0,974
Travel opportunity	3,32	3,28	1,104	0,270
Challenging work	3,29	3,23	1,806	0,071

\*Estadísticamente significativo con  $p < 0.05$

Table 12 presents for Colombia case, Generation Z considers the work-life balance more relevant than their Peruvian peers ( $t:1,940$ ;  $p=0.000$ ), they also value a good relationship boss ( $t:2,878$ ;  $p=0.004$ ) and job stability as more important aspects ( $t: 4,805$ ;  $p=0.000$ ). In addition, it is worth noting that in no case did the average score for Peru obtained for this dimension exceed the assessment made by Colombians, so it can be assumed that for Peruvians these characteristics have less relevance in comparative terms.

Additionally, when looking at the results of the NMDS for Colombia and Peru, some important

Secondly, Quadrant II for Colombia is oriented towards professional development in a competitive context, while Peru leans towards issues such as innovation, social responsibility, values, long-term vision of the leader and intelligence, considering a more humane perception of working world. Third, quadrant III brings together variables associated with the company's knowledge, reputation, and billing, contrary to Peru, where it is observed that this segment is more related to good relations with the boss, well-being, quality of life, and job opportunities. training. Finally, quadrant IV for Colombia is described as innovative, socially responsible and innovative,



while for Peru it is characterized more as professional development, high salaries and good communication with the boss.

## 5. CONCLUSIONS

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For the two groups of centennials in Peru and Colombia, there is a similar grouping in the three segments called awareness, kaizen and committed company, changing some variables between clusters such as long-term vision, innovation and travel opportunity, the other variables present the same behavior in each cluster. This means that companies in both Colombia and Peru must strive to demonstrate these variables with great transparency and honesty to attract and keep centennials in their workforce.

In both groups, a change is understood according to the Non-Metric Multidimensional Scaling analysis where the four quadrants were named between empathic, responsible, committed, and sensitive company. The alignment with the name of the groups analyzed in the dendrogram for Colombia, the empathic company of being awareness, the sensitive company must be kaizen and responsible must be committed for the centennials in Colombia instead for the group of generation Z in Peru, the sensitive company must be aware, responsible must be kaizen, and committed must be competitive and responsible. In other words, a company empathic for centennials is one in which the boss has good interpersonal relationships, there is a quality of life, the company has good values and has excellent communication channels. The responsible company for centennials must have a long-term vision, a positive reputation and is socially responsible. A sensitive company is where there is very precise professional development, delivers higher wages, and very flexible for place and work hours. Finally, the competitive company is the one that has a high

invoicing, a lot of technical knowledge and is very intelligent in making decisions.

Another important conclusion comparing the cluster analysis of Colombia and Peru is how Centennials evaluate the companies where they want to work. For Centennials in Colombia, 57% prefer companies that are understood as human and especially empathic in the quality of life of workers, good relations with the boss, training opportunities and good values. On the other hand, the Centennials in Peru, prefer 50% more attractive and competitive companies where high invoicing, multinational companies, and prestige reputations. In other words, in Colombia, centennials would like to work in companies that are more human than attractive, and in Peru, centennials prefer companies that are more attractive than humans. These findings are very important for companies that want to generate strategies to capture the attention of Generation Z and captivate them to work in their companies and develop all their capabilities offered by this generation that has a focus on technology and precise demands on the part of employers to develop their professional lives inside companies.

### ***Managerial Implications and future research***

Understanding the expectations and job preferences of this Generation Z will allow companies to adapt to the needs of this new generation because they are a significant part of the workforce. In addition, creating programs and initiatives to retain and attract talent, is important because the expectations of Generation Z about work and the work environment can change from previous generations such as Millennials or Generation X. Also, companies are thinking always about productivity and engagement, when companies understand the expectations of Generation Z, they can implement workplace policies and practices that encourage the productivity and engagement of these employees. Likewise, change in organizational culture: The employment expectations of Generation Z may require changes in organizational culture, management structures, and leadership practices. In summary, understanding the

work expectations of Generation Z is crucial for companies to adapt to generational change, attract and retain talent, foster innovation, and create a more productive and satisfying work environment for all their employees. Future research would focus on observing the behavior of Generation Z in the work environment and confirming the results with these findings using multivariate models with structural equations to statistically understand the behavior of the constructs and accurately observable variables.

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