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Generation Z & the Future of Work

Methodology

Gen Z Survey

- 10-minute online survey using Cint panel and ServiceNow Gen Z interns and employees; fielded July 25 - August 13, 2019

- Panel respondents did not know ServiceNow was the sponsor

- ServiceNow: 120 interns and employees between 18 and 22

- Panel: 304 respondents who met the following qualifying criteria:

  - 18-22 years old within the US (or globally for ServiceNow respondents)
  - Full-time employee or intern (or intern in the past year) in a company with 1,000 or more employees
  - Regularly use computer/laptop, smartphone or tablet on the job

Note: numbers highlighted in **purple** are significantly higher; margin of error for N=424 +/- 4.76 percentage points at the 95% confidence level (95% confidence the difference is real and not by chance); N=424 unless otherwise noted

Generation Z: http://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/

ServiceNow Manager Survey

- 10-minute online survey of 73 ServiceNow managers who oversee Gen Z interns, co-ops and/or employees; fielded August 12-19, 2019
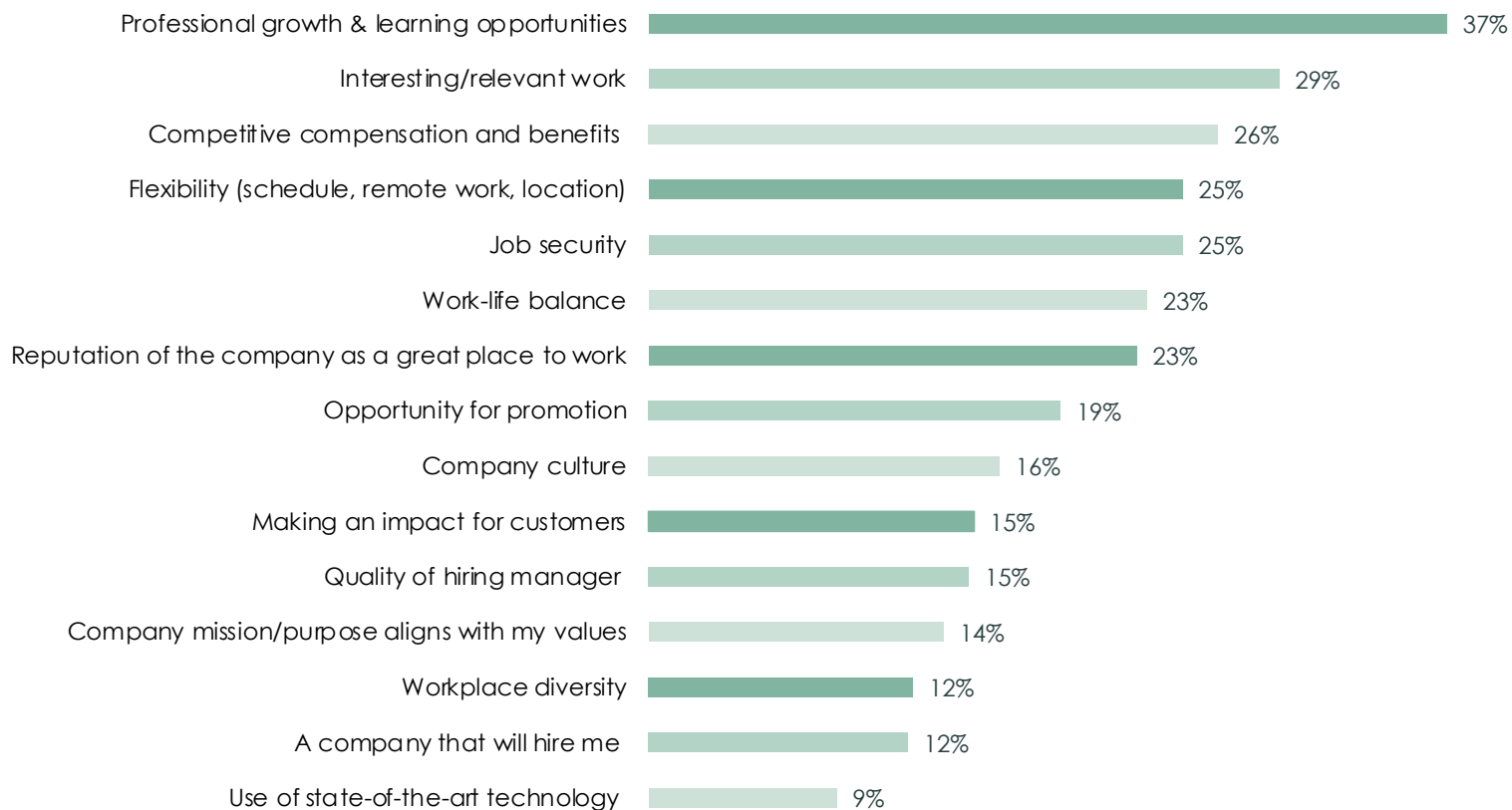
What matters most

Gen Zs in the workplace

Gen Zs seek professional grow opportunities when they first enter the workplace

What are the top 3 things you look for when choosing a job or an internship?

Criteria	Percentage
Professional growth & learning opportunities	37%
Interesting/relevant work	29%
Competitive compensation and benefits	26%
Flexibility (schedule, remote work, location)	25%
Job security	25%
Work-life balance	23%
Reputation of the company as a great place to work	23%
Opportunity for promotion	19%
Company culture	16%
Making an impact for customers	15%
Quality of hiring manager	15%
Company mission/purpose aligns with my values	14%
Workplace diversity	12%
A company that will hire me	12%
Use of state-of-the-art technology	9%

Top 3 criteria in 2019

37% Growth opportunities

29% Interesting work

26% Competitive compensation

- Gen Zs in technical positions rate state-of-the-art technology 4x higher than Gen Zs in non-tech positions (12% vs. 3%)

- More men (37%) than women (22%) rank interesting or relevant work among their top 3 criteria

Job criteria differ across company sizes

What are the top 3 things you look for when choosing a job or an internship?

	Total number of employees		
	1,000 to 4,999	5,000 to 9,999	10,000+
Professional growth & learning opportunities	34%	**46%**	26%
Interesting/relevant work	19%	35%	30%
Competitive compensation and benefits (e.g., health insurance, paid time off, retirement plan, etc.)	22%	28%	28%
Job security (e.g., steady paycheck, minimal layoffs)	29%	16%	**34%**
Flexibility (schedule, remote work, location)	27%	18%	**33%**
Work-life balance	29%	19%	24%
Reputation of the company as a great place to work	29%	21%	18%
Opportunity for promotion	21%	15%	24%
Company culture	9%	**26%**	8%
Making an impact for customers	15%	16%	15%
Quality of hiring manager (e.g., mentorship, leadership, integrity)	14%	16%	15%
Company mission/purpose aligns with my values	12%	15%	13%
Workplace diversity	**22%**	7%	10%
A company that will hire me (i.e., any company, as long as it's a paycheck)	9%	11%	16%
Use of state-of-the-art technology (e.g., latest apps, hardware, and software)	9%	10%	6%

Base: 116 Gen Z interns/employees in 1,000 to 4,999 sized companies ; 191 in 5,000 to 9,999 sized companies; 117 in 10,000+ sized companies ServiceNow managers

Gen Zs in companies with:

- 1,000 to 4,999 employees more than 2x more likely to rank **diversity** among their top 3 criteria

- 5,000 to 9,999 employees almost 3x as likely to look for **company culture** when choosing a job

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Gen Z interns rank growth, interesting work & culture higher than Gen Z employees

What are the top 3 things you look for when choosing a job or an internship?

	Employees	Interns
Professional growth & learning opportunities	31%	**47%**
Interesting/relevant work	22%	**41%**
Competitive compensation and benefits	27%	26%
Job security (e.g., steady paycheck, minimal layoffs)	**30%**	16%
Flexibility (schedule, remote work, location)	**30%**	17%
Work-life balance	24%	21%
Reputation of the company as a great place to work	24%	20%
Opportunity for promotion	20%	18%
Company culture	11%	**24%**
Making an impact for customers	**19%**	9%
Quality of hiring manager (e.g., mentorship, leadership, integrity)	13%	18%
Company mission/purpose aligns with my values	13%	15%
Workplace diversity	15%	8%
A company that will hire me	14%	9%
Use of state-of-the-art technology	8%	10%

Base: 160 full-time Gen Z employees; 164 Gen Z interns

Interns rank these higher:

Professional growth
(47% vs. 31%)

Interesting work
(41% vs. 22%)

Company culture
(24% vs. 11%)

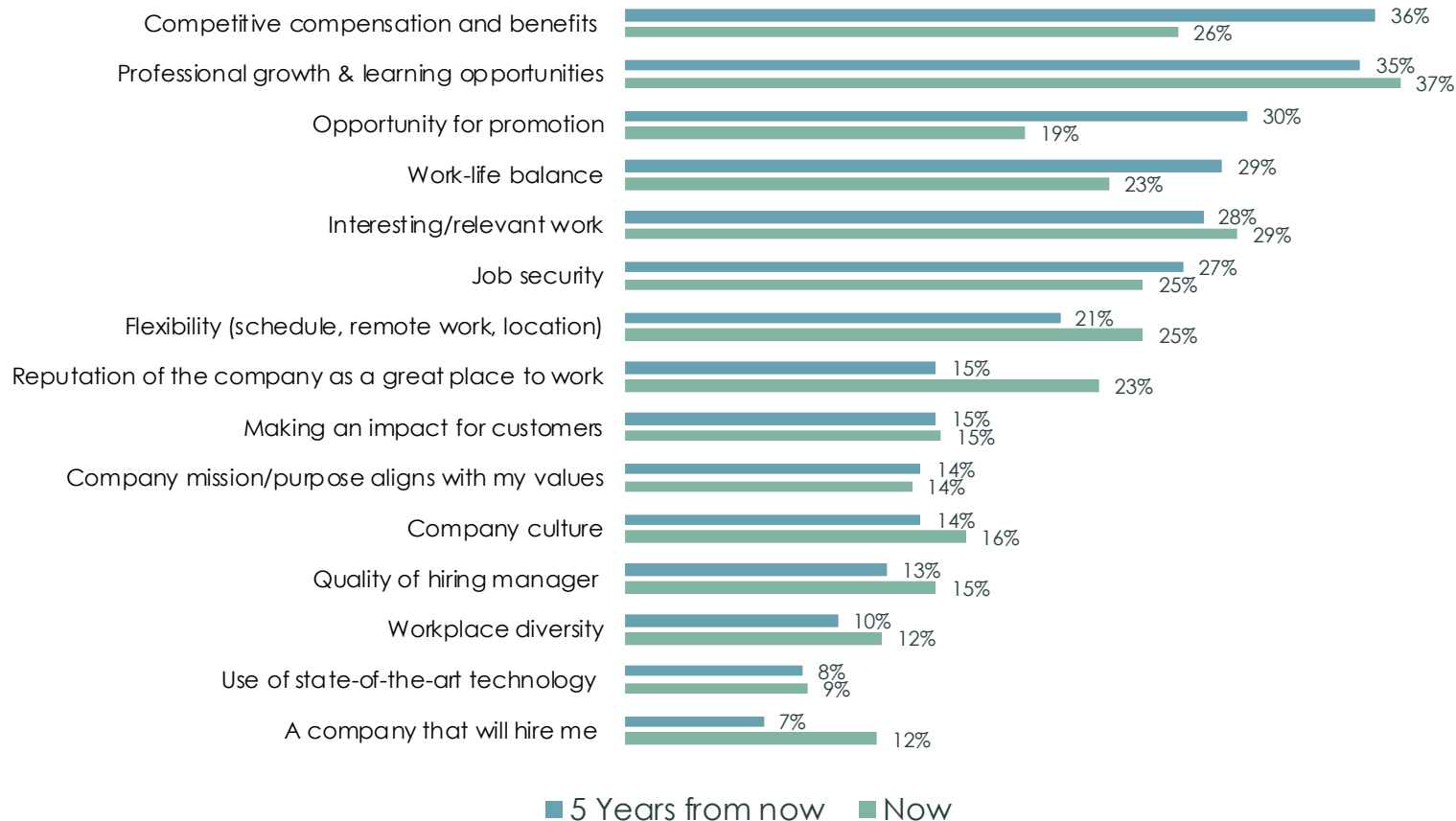## Employees rank these higher:

Job security (30% vs. 16%)

Flexibility (30% vs. 17%)

Making an impact for customers
(19% vs. 9%)

Competitive compensation is #1 criteria in 5 years

Five years from now, what are the top 3 things you are likely to look for when choosing a job?

Criteria	5 Years from now	Now
Competitive compensation and benefits	36%	26%
Professional growth & learning opportunities	35%	37%
Opportunity for promotion	30%	19%
Work-life balance	29%	23%
Interesting/relevant work	28%	29%
Job security	27%	25%
Flexibility (schedule, remote work, location)	21%	25%
Reputation of the company as a great place to work	15%	23%
Making an impact for customers	15%	15%
Company mission/purpose aligns with my values	14%	14%
Company culture	14%	16%
Quality of hiring manager	13%	15%
Workplace diversity	10%	12%
Use of state-of-the-art technology	8%	9%
A company that will hire me	7%	12%

■ 5 Years from now   ■ Now

Top 3 criteria in 2024

36% Competitive compensation

35% Professional growth

30% Opportunity for promotion

Top 3 criteria in 2019

37% Growth opportunities
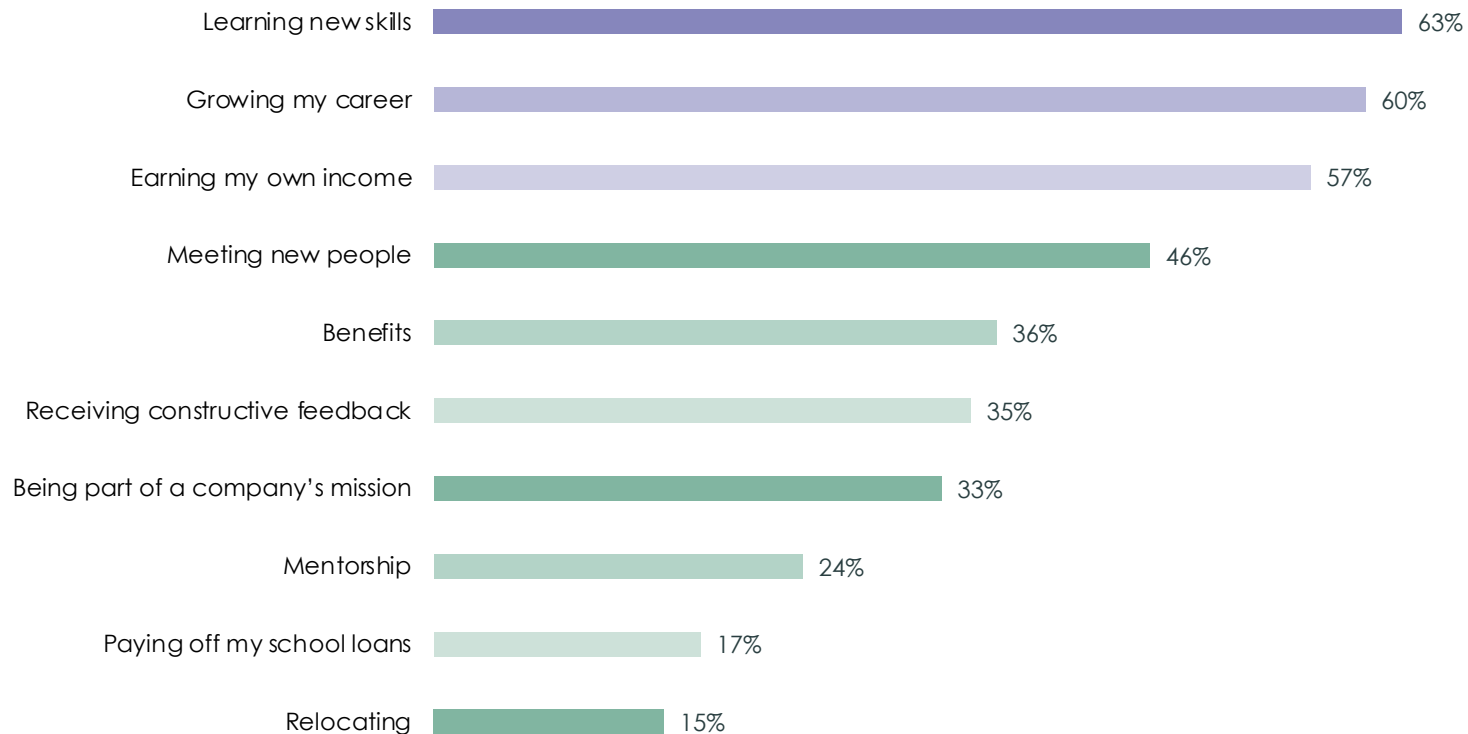
29% Interesting work

26% Competitive compensation

Transitions & onboarding

Easing the way for Gen Z employees

When starting new jobs/internships, Gen Zs are most excited about learning new skills

Which of the following excited you most about starting your current job or internship? Select all that apply.

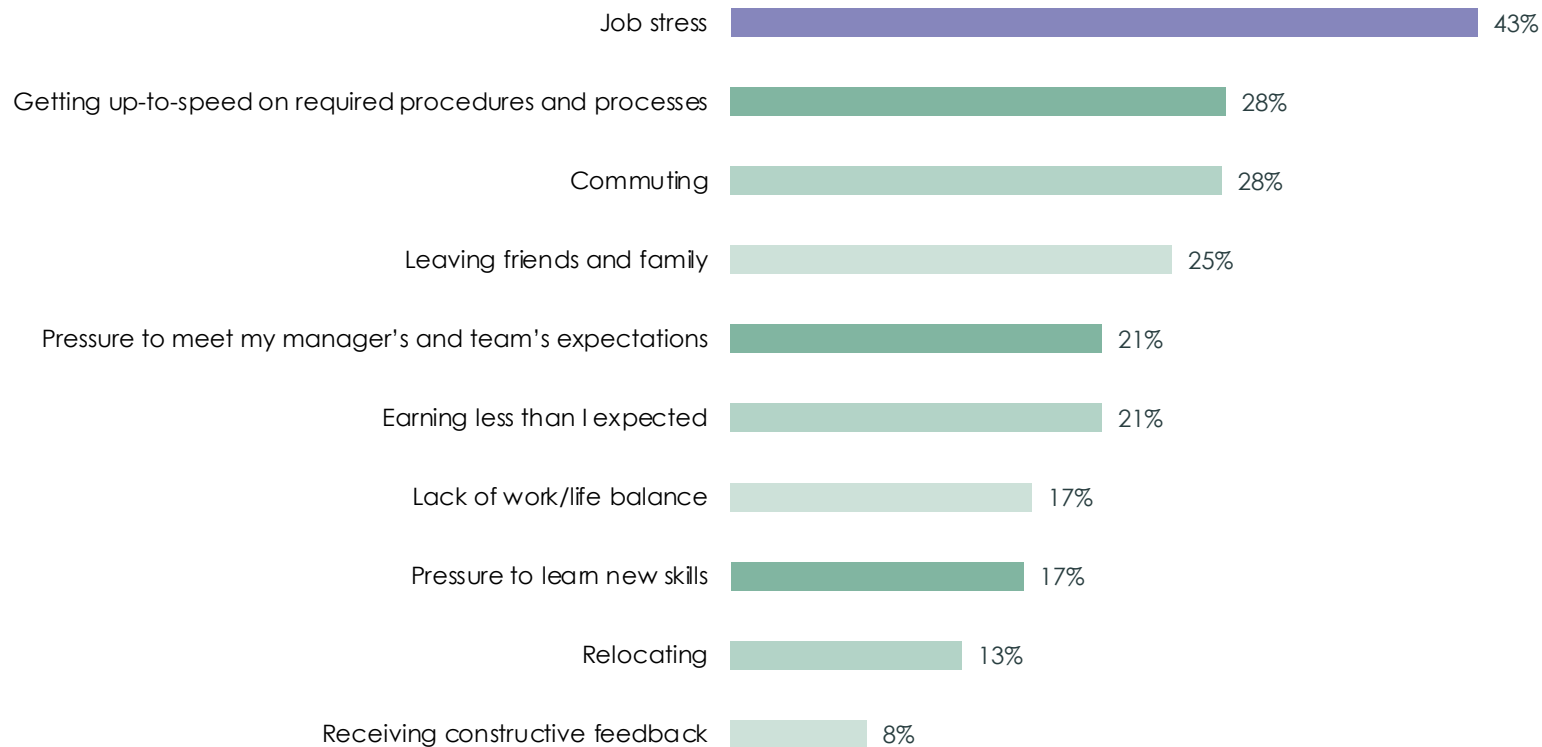| Category	Percent
Learning new skills	63%
Growing my career	60%
Earning my own income	57%
Meeting new people	46%
Benefits	36%
Receiving constructive feedback	35%
Being part of a company's mission	33%
Mentorship	24%
Paying off my school loans	17%
Relocating	15%

Majority of Gen Zs are excited about:

63% Learning new skills

60% Growing their career

57% Earning an income

Stress is the worst part about starting a job for Gen Zs

What did you like least about starting your current job or internship? Select all that apply

Job stress — 43%
Getting up-to-speed on required procedures and processes — 28%
Commuting — 28%
Leaving friends and family — 25%
Pressure to meet my manager's and team's expectations — 21%
Earning less than I expected — 21%
Lack of work/life balance — 17%
Pressure to learn new skills — 17%
Relocating — 13%
Receiving constructive feedback — 8%

Worst part of job or internship

43% Job stress

28% Getting up-to-speed

28% Commuting

- More women (50%) than men (36%) say job stress was what they like least about starting their job or internship

- Those who report it's difficult to use workplace apps and software are more likely to say they disliked the challenge of getting up to speed on procedures/processes (39% vs. 25% who say it's easy to use apps/software)

62% Want to access info about their role before first day

Which of the following would most improve the onboarding process? Please select 3.

Be able to access info online about my role, the team and company before my first day	62%
Get immediate access to the devices, software and apps I need to be productive	51%
Have my workspace set up and ready to go on my first day	49%
Have one place to go for all my onboarding tasks (e.g., a dashboard)	49%
Have a mobile app to help with and remind me about all my onboarding tasks	31%
Gamify the onboarding process (e.g., complete tasks to earn points, earn rewards, track progress)	30%
Make the onboarding process paperless	28%

The **onboarding process** includes the steps taken to help new employees become familiar with the company, their responsibilities, their co-workers, and the resources, processes and tools they need to be productive.

Top ways to improve onboarding for Gen Zs

1. Provide online access about their role prior to first day (62%). *This ties to the recent Employee Experience Imperative research, which stated only 58% feel they receive clear communication about what to expect on their first day.*

2. Provide immediate access to devices, software and apps (51%)

Interns especially want a dashboard for their onboarding tasks (59% vs. 43% of employees)

Gen Zs most want to learn work habits and success tips from older generations at work
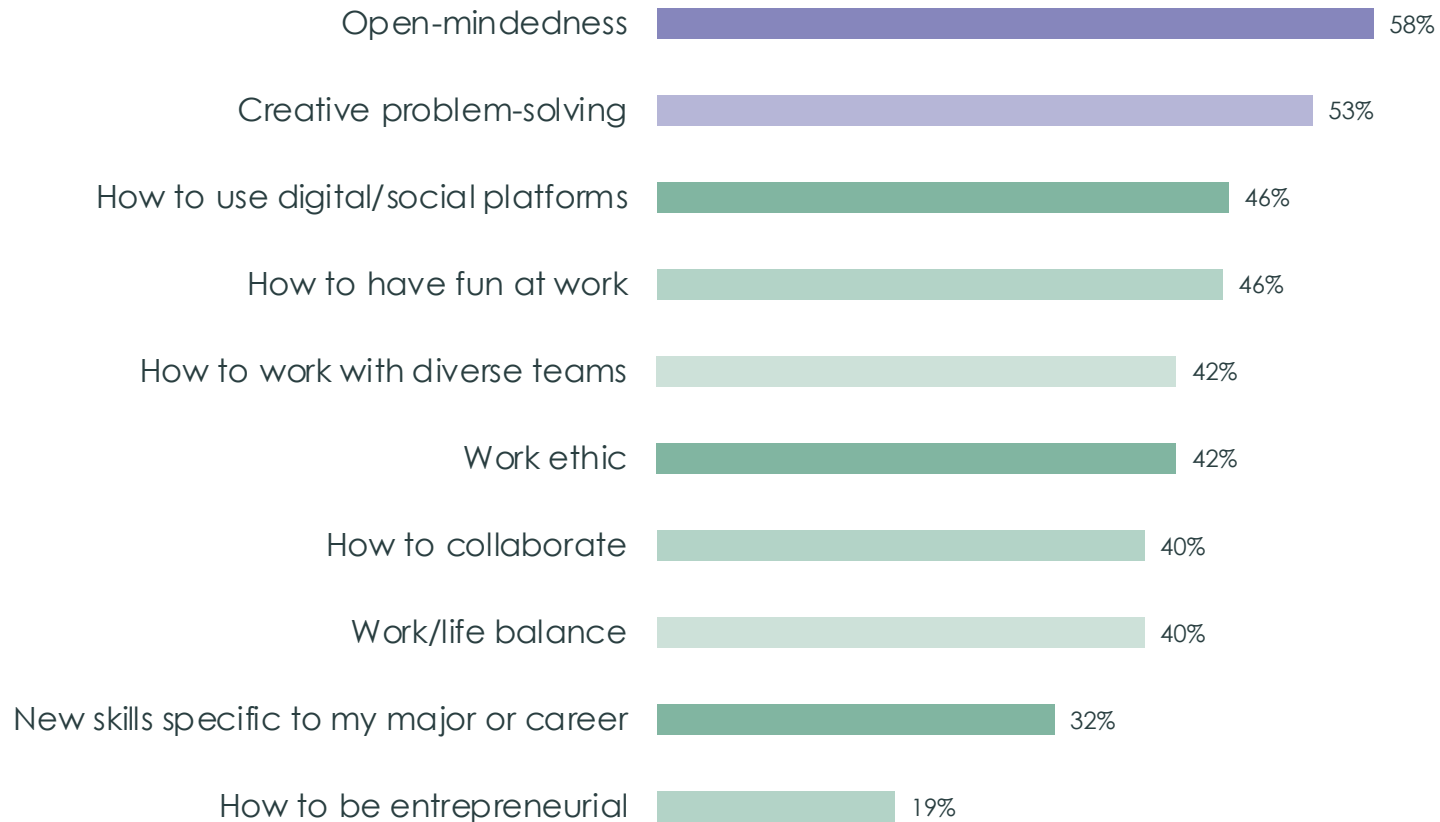
What do you most want to learn from other generations at work? Select all that apply.

Work habits/tips to be successful	59%
New skills specific to my career	51%
Organizational procedures	42%
Work ethic	41%
How to operate as a team	40%
Social norms in the workplace	38%
Work/life balance	37%
Digital/social platforms	21%
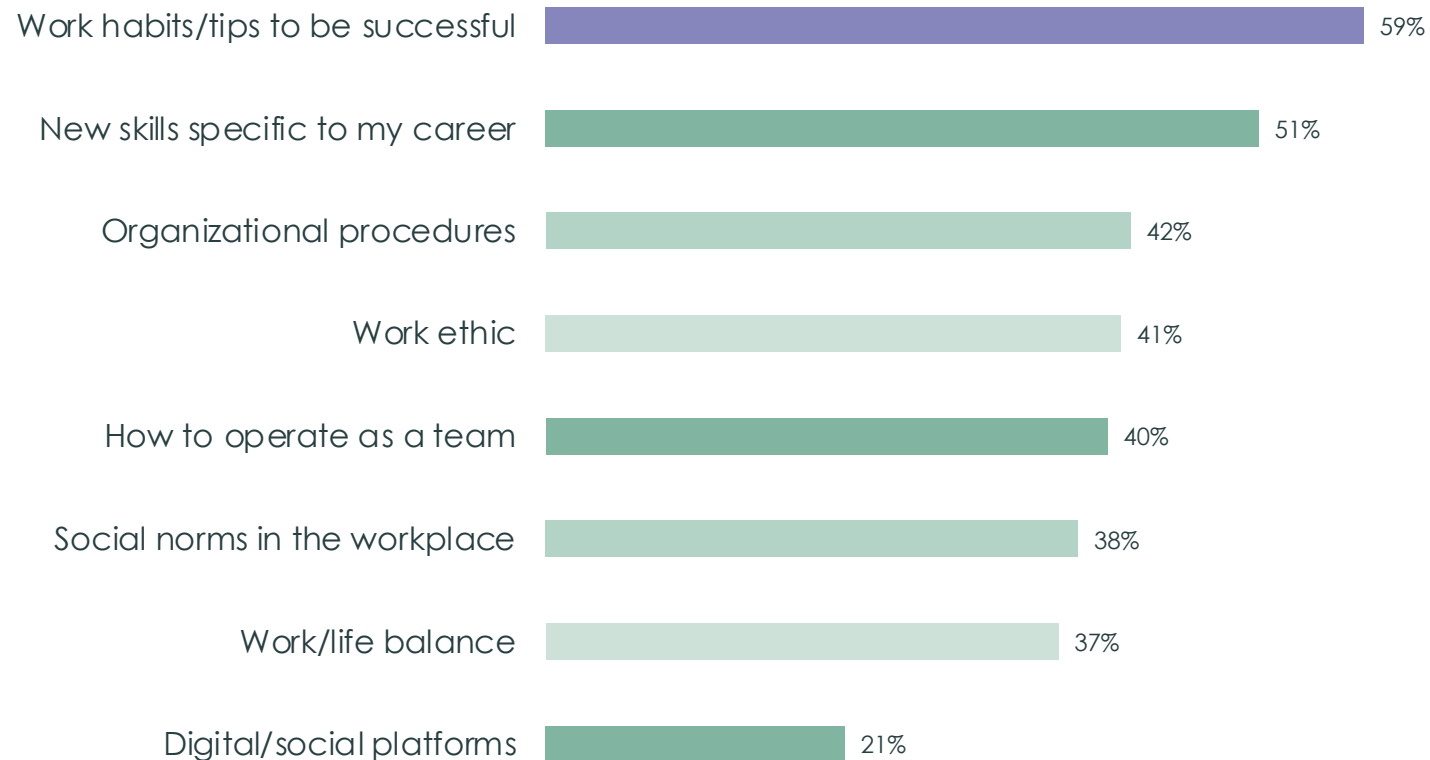
Almost 4 in 10 Gen Zs want to learn work/life balance from other generations

Majority of Gen Zs say they can teach open-mindedness and creative problem-solving

What can other generations learn from you at work? Select all that apply.

Open-mindedness	58%
Creative problem-solving	53%
How to use digital/social platforms	46%
How to have fun at work	46%
How to work with diverse teams	42%
Work ethic	42%
How to collaborate	40%
Work/life balance	40%
New skills specific to my major or career	32%
How to be entrepreneurial	19%

What other generations can learn from Gen Zs:

58% Open-mindedness

53% Creative problem-solving

46% Digital/social platforms

46% How to have fun at work

Technology in the workplace

Majority of Gen Zs say they can teach open-mindedness and creative problem-solving

In the first few weeks at your internship or job, how easy or difficult was it to use the apps and software required at your workplace?


Very easy	Moderately easy	Slightly easy	Slightly difficult	Moderately difficult	Very difficult
23%	31%	21%	19%	5%	1%
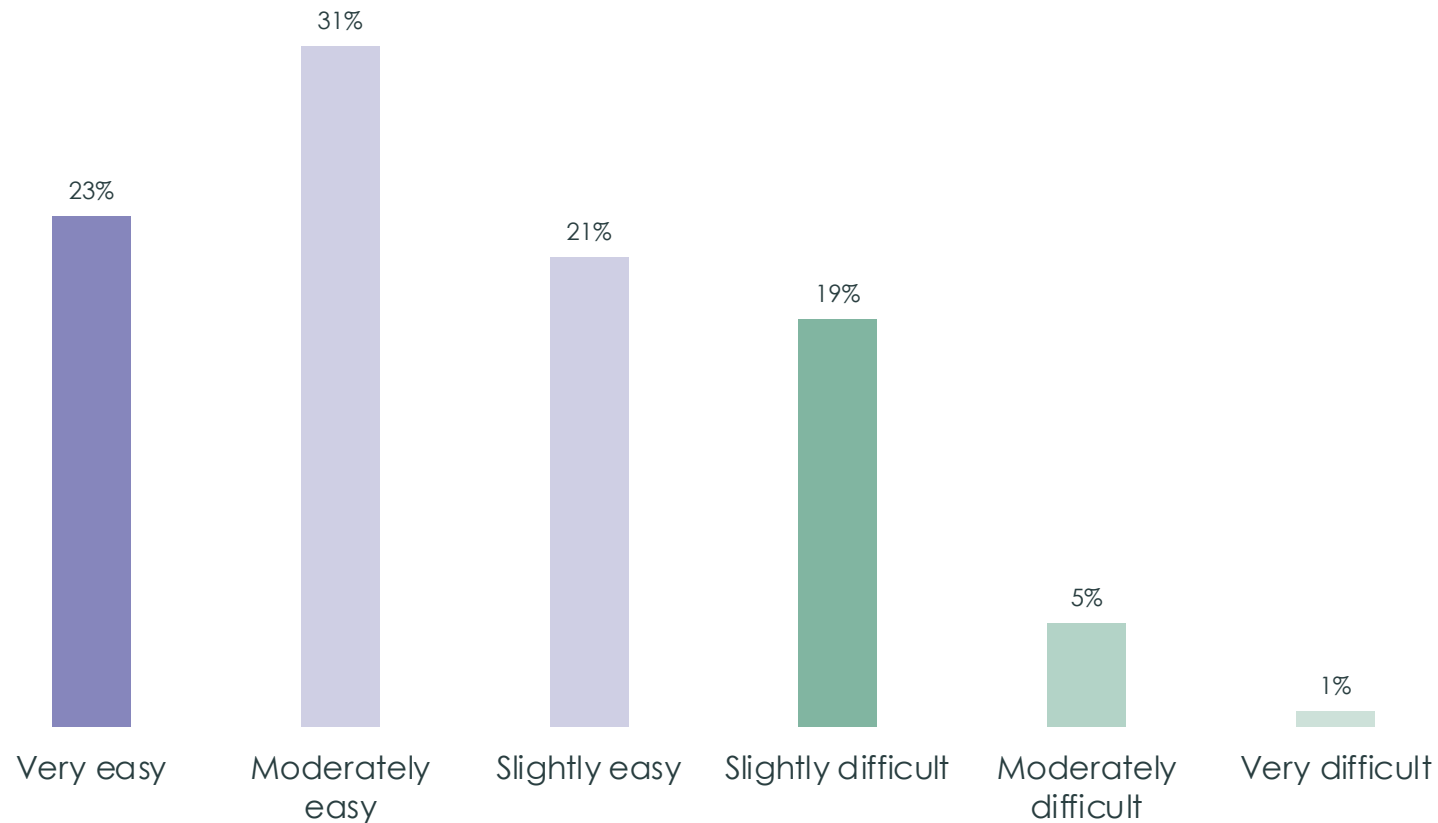
In the first weeks on the job, nearly a quarter of Gen Zs say it was difficult to use the apps and software required at their workplace.

No differences by gender or technical/non-technical position

69% Believe work life should be as easy as home life, when using technology

When it comes to using technology in the workplace, do you believe that work life should be just as easy as your home life?

11%

20%

69%

■ Yes ■ No ■ Not sure
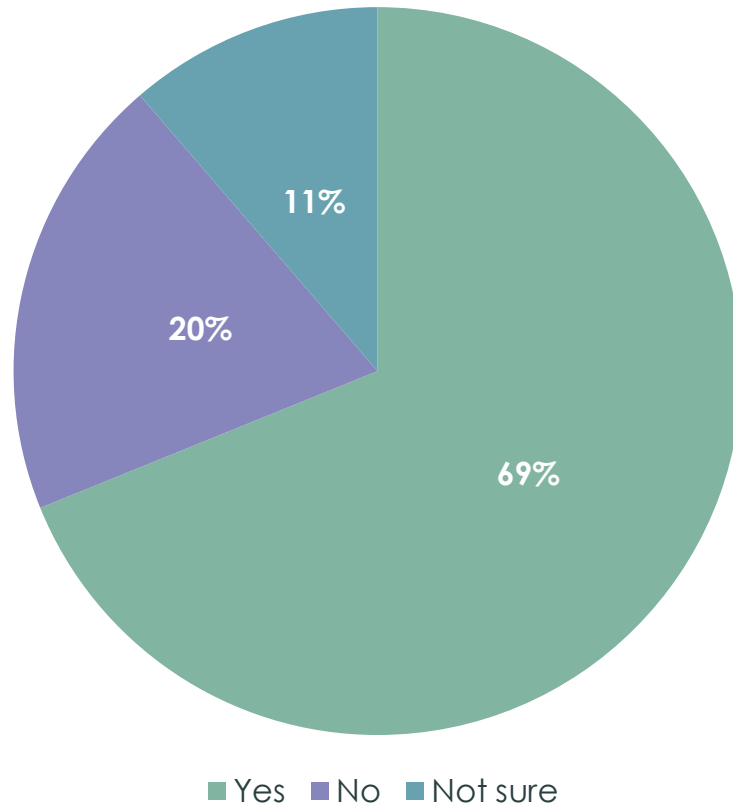
Gen Zs want workplace apps to be mobile optimized

Would like the workplace applications to be voice activated or mobile optimized?

83%

49%

Yes, Mobile Optimized

Yes, Voice Activated

Workplace Applications: Communication, Collaboration, Work Management, HR
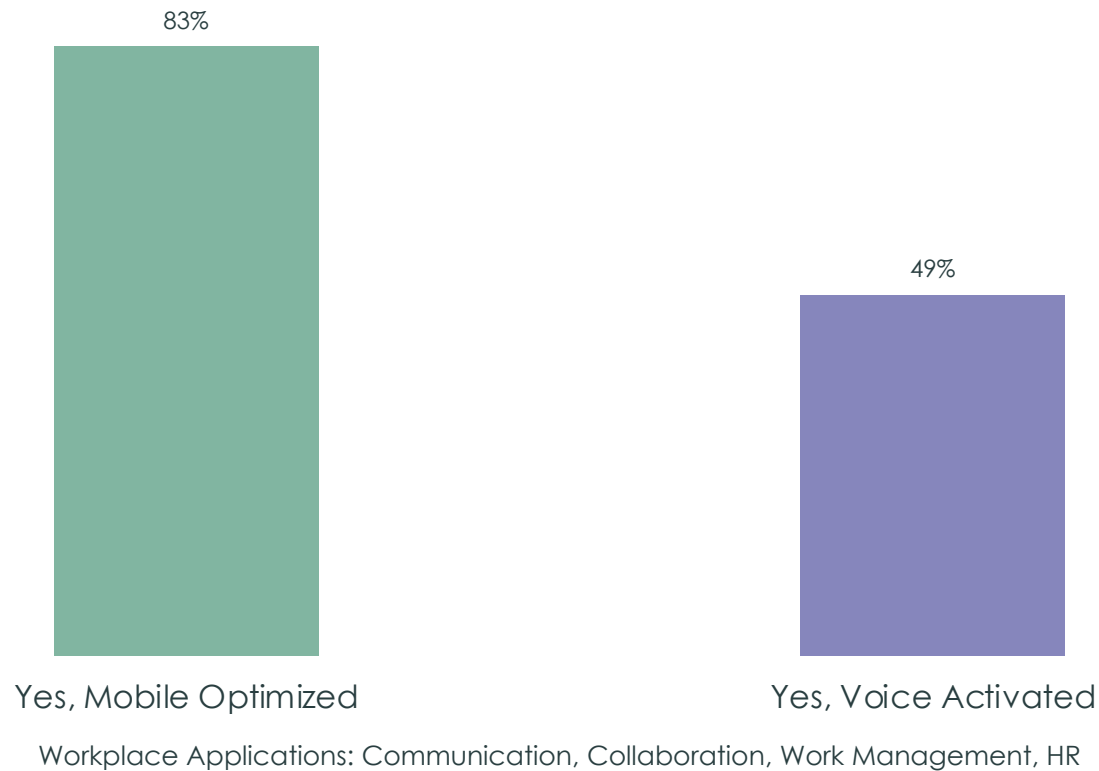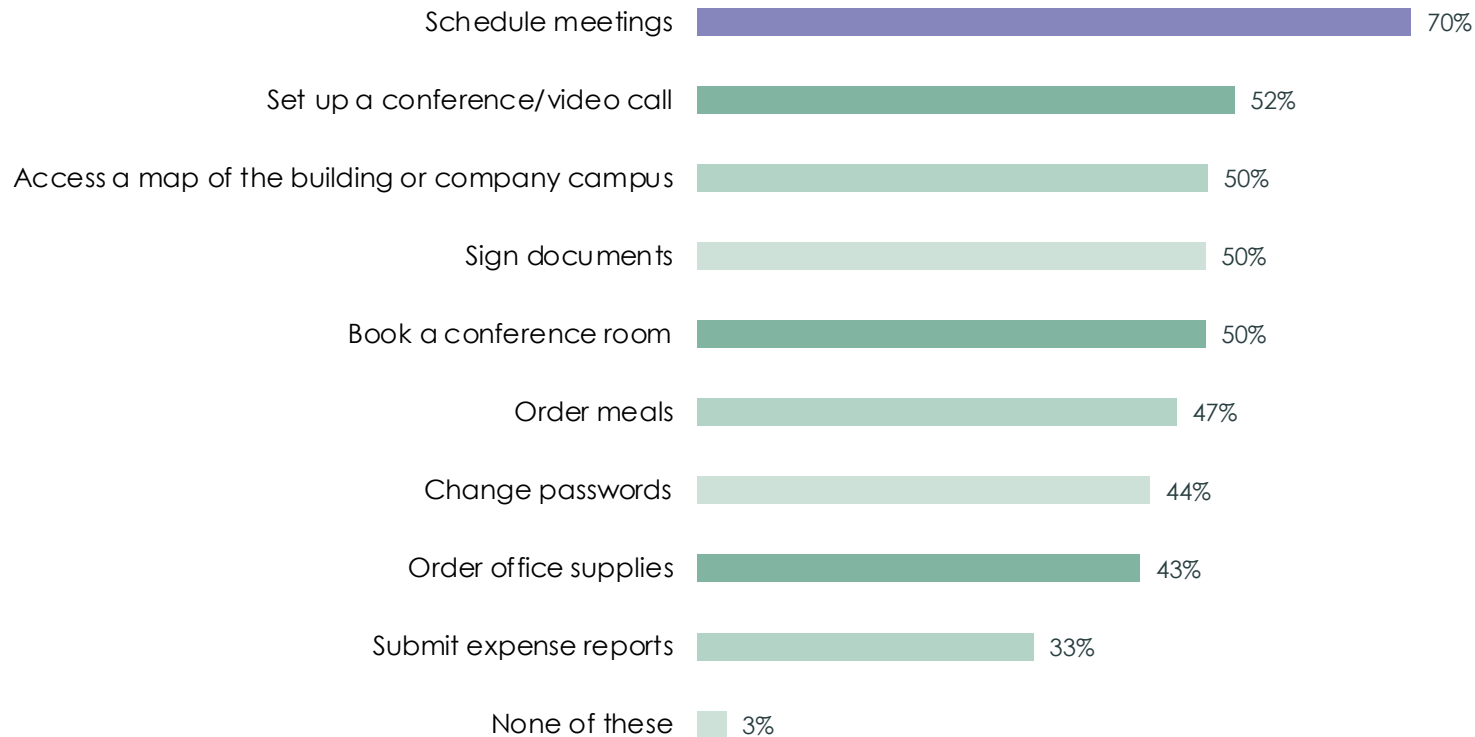
83% want the apps they use to be **mobile optimized**

49% want apps to be **voice activated**

- Employees (59%) want voice activated apps more than interns (33%)

- More Gen Zs in technical positions want voice activated apps (57% vs. 36% of those in non-tech positions)

Gen Zs prefer the option of using a mobile app for common admin tasks, especially to schedule meetings

What job tasks would you prefer the option of using a mobile app? Select all that apply.

Task	Percentage
Schedule meetings	70%
Set up a conference/video call	52%
Access a map of the building or company campus	50%
Sign documents	50%
Book a conference room	50%
Order meals	47%
Change passwords	44%
Order office supplies	43%
Submit expense reports	33%
None of these	3%

Prefer option of mobile app to:

70% Schedule meetings

52% Set up conference calls

50% Access company map

50% Sign documents

50% Book conference rooms

47% Order meals

44% Change passwords

43% Order office supplies

33% Submit expense reports

More Gen Zs in non-technical positions want mobile apps for job tasks

What job tasks would you prefer the option of using a mobile app?
Select all that apply.

	Technical position	Non-technical position
Schedule meetings	69%	71%
Sign documents	44%	**59%**
Access a map of the building/company campus	45%	**58%**
Change passwords	39%	**53%**
Set up a conference/video call	53%	51%
Order meals	44%	51%
Order office supplies	39%	50%
Book a conference room	50%	48%
Submit expense reports	31%	36%
None of these	3%	3%

Gen Zs in non-technical positions prefer option of mobile app to:

59% **Sign documents** (vs. 44% in technical positions)

58% **Access company map** (vs. 45%)

53% **Change passwords** (vs. 39%)

And interns, more than employees, want to use a mobile app to:
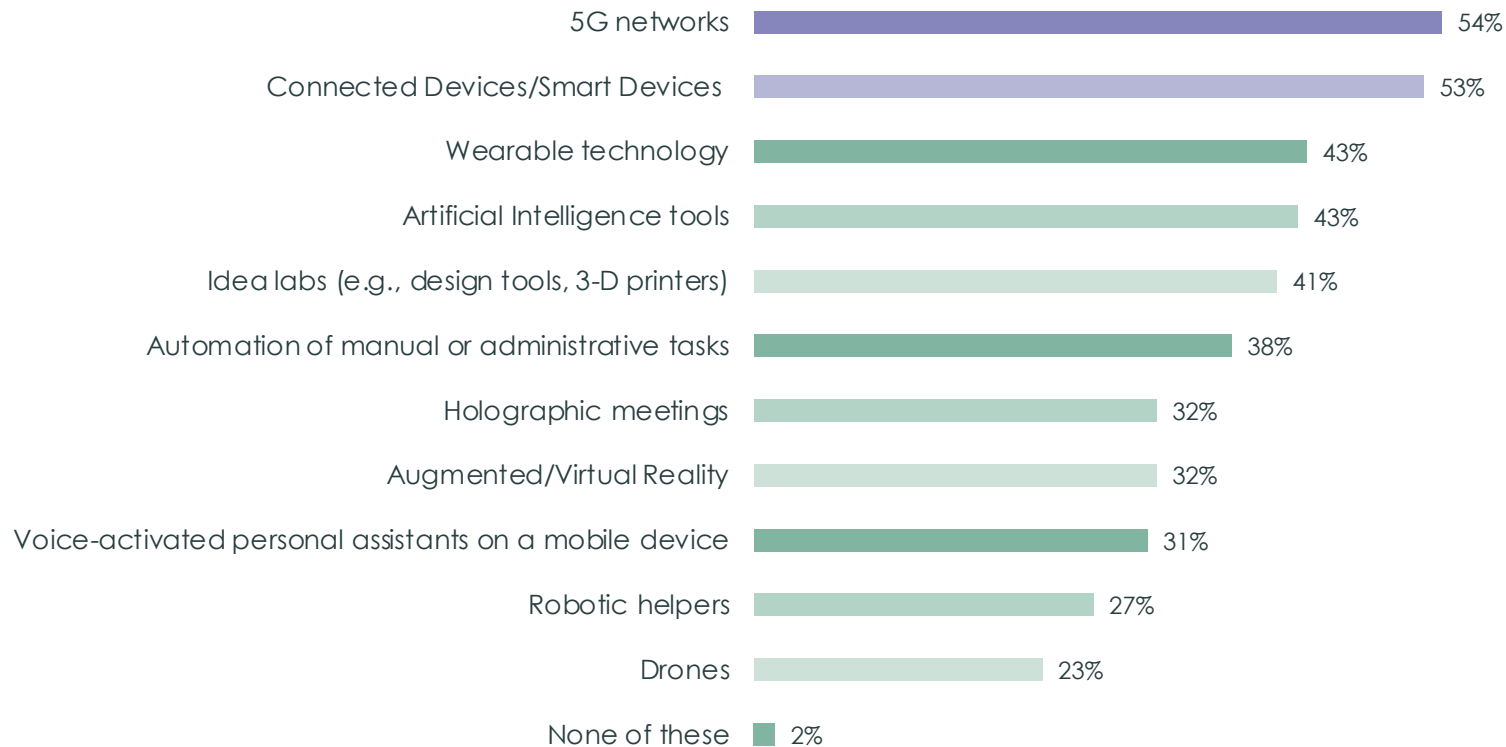
60% Access company map (vs. 43% of employees)

60% Book a conference room (vs. 43%)

55% Order meals (vs. 42%)

Base: 216 Gen Z interns/employees in technical positions; 160 Gen Z interns/employees in non-technical positions

More than half want to use 5G and IoT in next 5 years

What technologies would you most like to use on the job in the next 5 years? Select all that apply.

Technology	%
5G networks	54%
Connected Devices/Smart Devices	53%
Wearable technology	43%
Artificial Intelligence tools	43%
Idea labs (e.g., design tools, 3-D printers)	41%
Automation of manual or administrative tasks	38%
Holographic meetings	32%
Augmented/Virtual Reality	32%
Voice-activated personal assistants on a mobile device	31%
Robotic helpers	27%
Drones	23%
None of these	2%

Top technologies Gen Zs want to use on the job

54% 5G networks

53% Connected devices

43% Wearable tech

43% AI tools

41% Idea labs

38% Automated admin tasks

Differences in work technologies that Gen Zs want to use in next 5 years

Differences by gender

Male Gen Zs are more likely to want to use:

- 62% 5G networks (vs. 46% of females)
- 49% AI tools (vs. 36%)
- 29% Drones (vs. 17%)

Differences by tech vs. non-tech

Gen Zs in technical positions, more than non-technical, want to use:

- 51% AI tools (vs. 43% of non-tech)
- 37% AR/VR(vs. 23%)
- 36% Holographic meetings (vs. 24%)
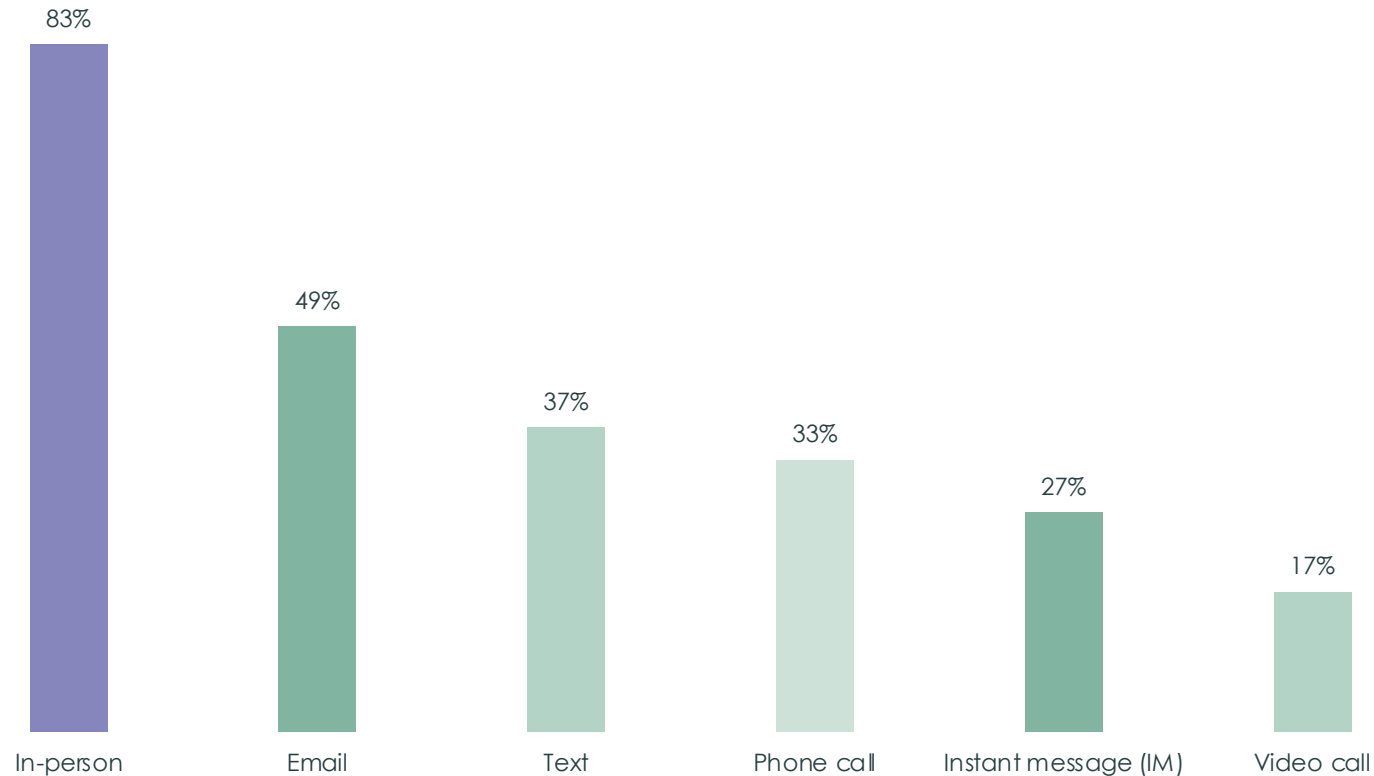- 27% Drones (vs. 15%)

Communication & recognition

Gen Zs in the workplace

Gen Zs prefer to communicate in-person with managers

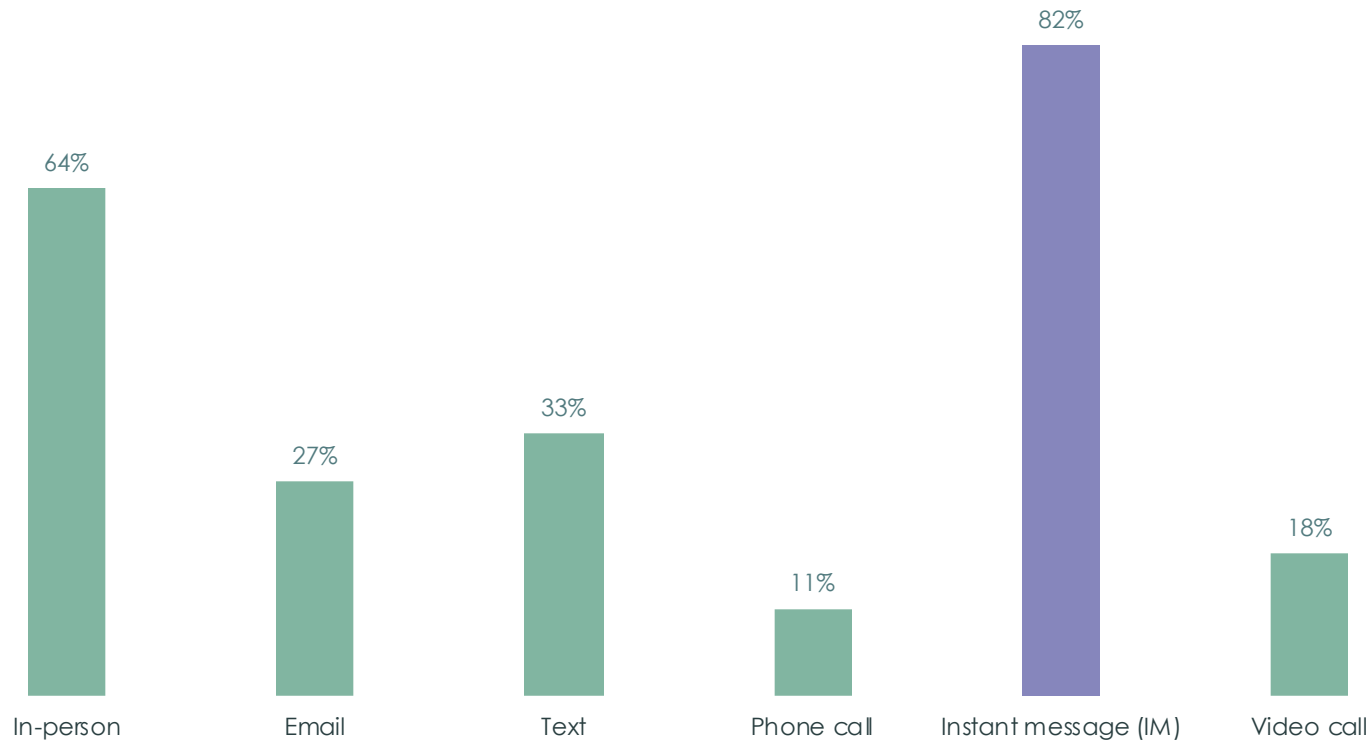**How do you most prefer to communicate with your manager? Select all that apply.**

83% prefer to communicate in-person with their managers

In-person	Email	Text	Phone call	Instant message (IM)	Video call
83%	49%	37%	33%	27%	17%

No differences by gender or technical/non-technical position

ServiceNow Managers Think Gen Zs want to communicate over instant message

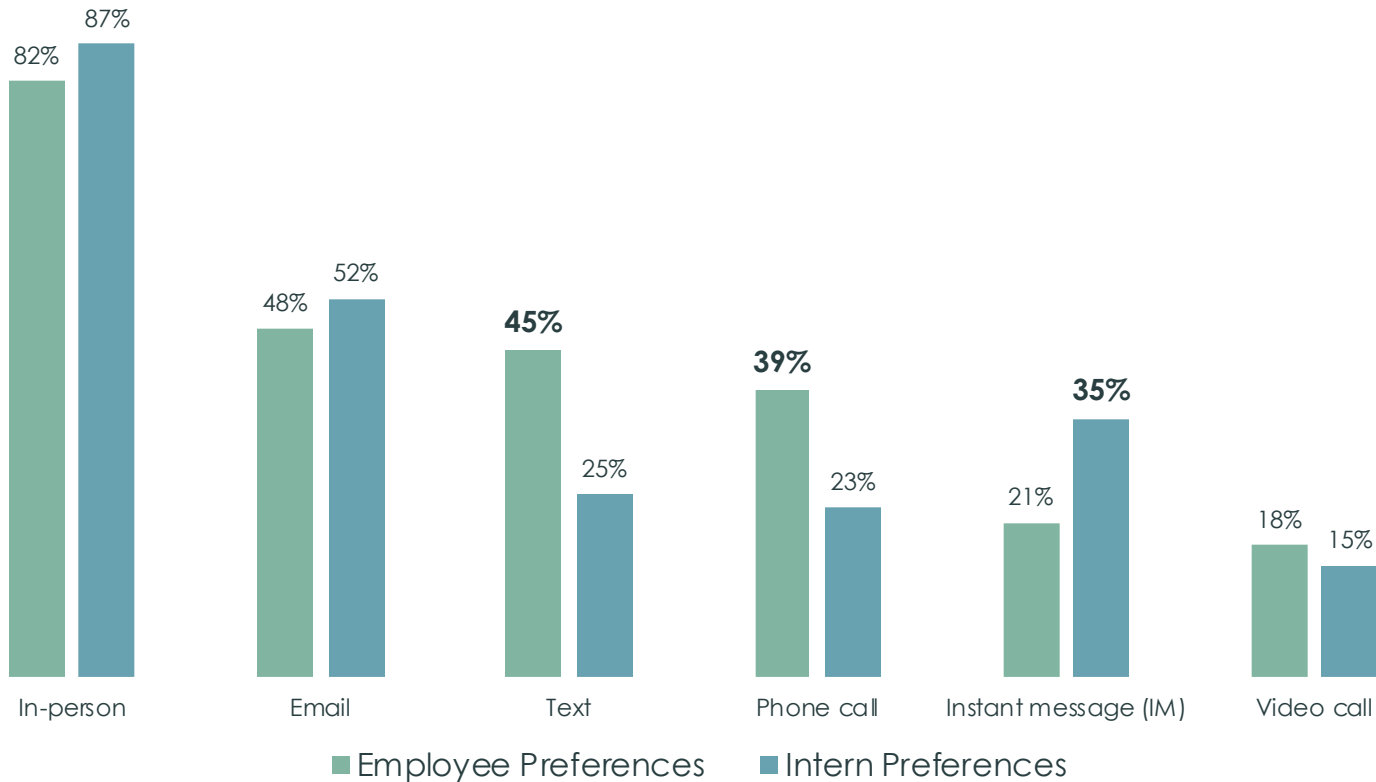**How do you think your Gen Z interns/employees most prefer to communicate with you? Select all that apply.**

In-person	Email	Text	Phone call	Instant message (IM)	Video call
64%	27%	33%	11%	82%	18%

Base: 73 ServiceNow managers

Gen Z interns and employees have different preferences for communicating with managers

How do you most prefer to communicate with your manager? Select all that apply.

	In-person	Email	Text	Phone call	Instant message (IM)	Video call
Employee Preferences	82%	48%	45%	39%	21%	18%
Intern Preferences	87%	52%	25%	23%	35%	15%

■ Employee Preferences ■ Intern Preferences

Base: 160 full-time Gen Z employees; 164 Gen Z interns

Gen Z **employees** favor texting and phone calls more than interns do:

Text: 45% employees vs. 25% interns

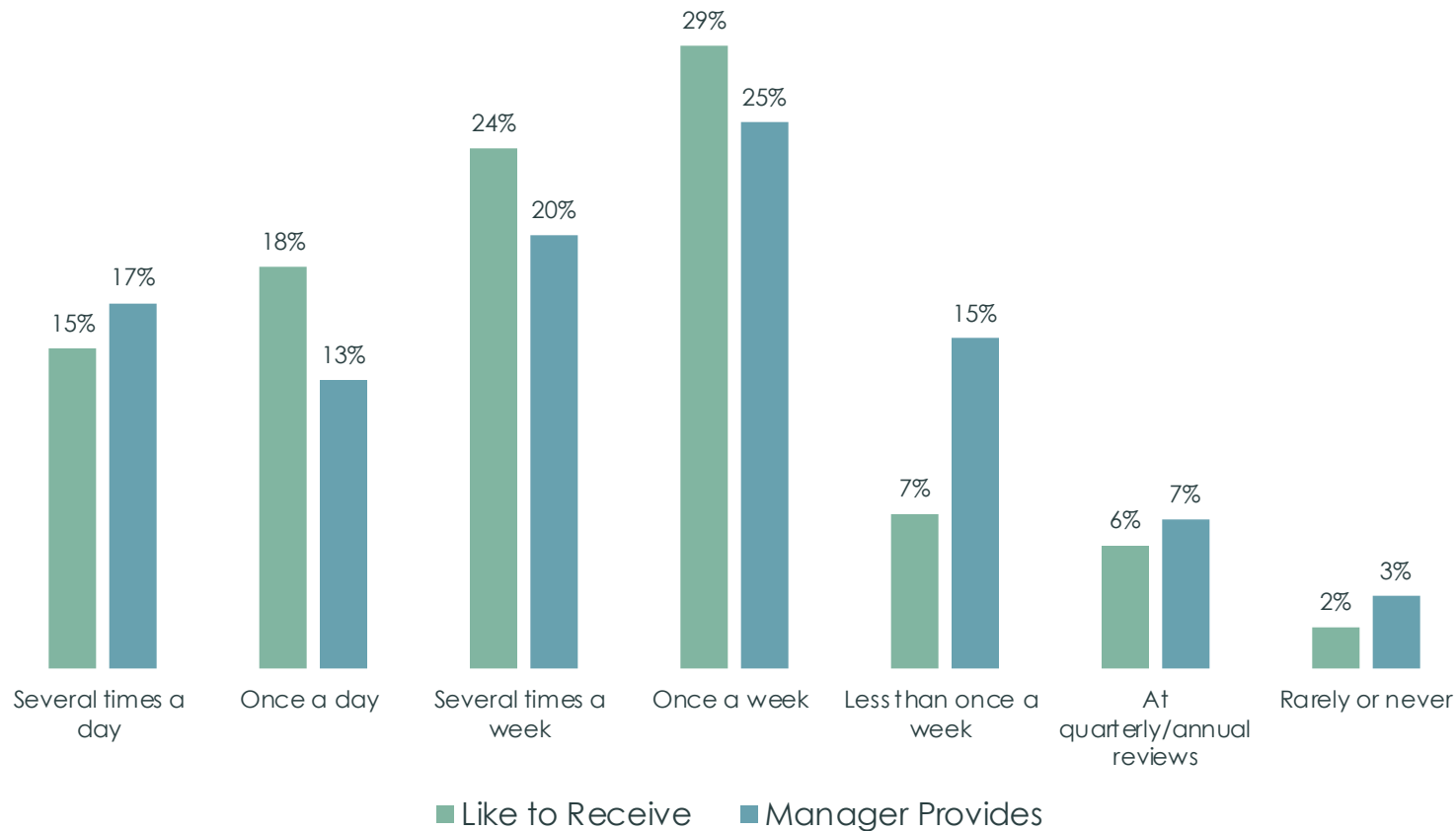Phone call: 39% employees vs. 23% interns

Gen Z **interns** prefer instant messaging more than employees do:

IM: 35% interns vs. 21% employees

57% want feedback several times a week and managers are meeting their needs

Frequency that Gen Zs want feedback vs. Frequency that managers give feedback

Chart data:
- Several times a day: Like to Receive 15%, Manager Provides 17%
- Once a day: Like to Receive 18%, Manager Provides 13%
- Several times a week: Like to Receive 24%, Manager Provides 20%
- Once a week: Like to Receive 29%, Manager Provides 25%
- Less than once a week: Like to Receive 7%, Manager Provides 15%
- At quarterly/annual reviews: Like to Receive 6%, Manager Provides 7%
- Rarely or never: Like to Receive 2%, Manager Provides 3%

Legend: ■ Like to Receive ■ Manager Provides

57% of Gen Zs want to receive feedback several times a week or more often and 50% of their managers provide feedback to them with that frequency

Gen Zs who have experienced job burnout want to receive feedback more often than those who haven't experienced burnout: Several times a day: 20% vs. 10%

- How often do you like to receive feedback from your manager?

- How often does you manager give you feedback?

- No difference by technical/non-technical position, gender, intern/employee, company size

7 in 10 Gen Zs say constructive feedback is very important

**How important to you is receiving constructive feedback
(i.e., coaching or guidance to help you learn and advance your career)?**

70%

24%

6%

0%

Very important   Moderately important   Slightly important   Not at all important
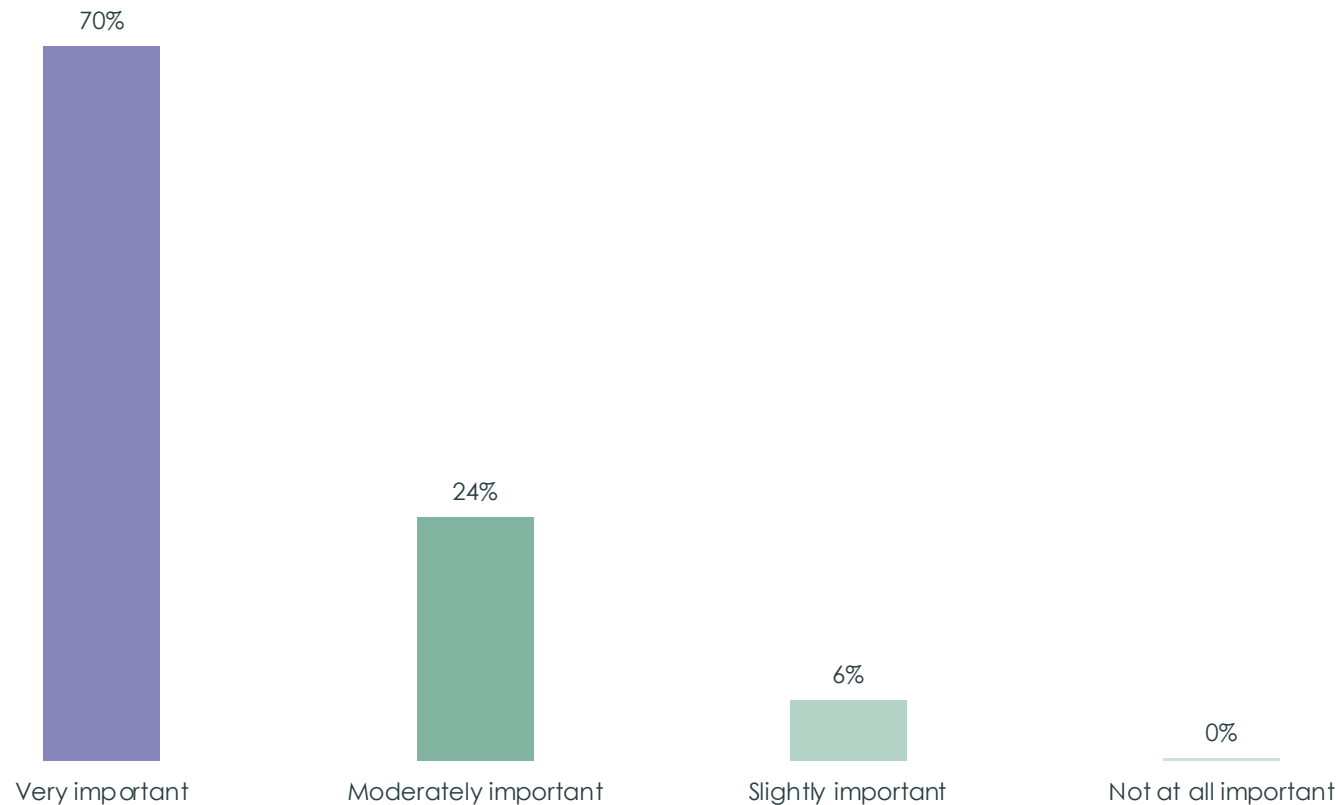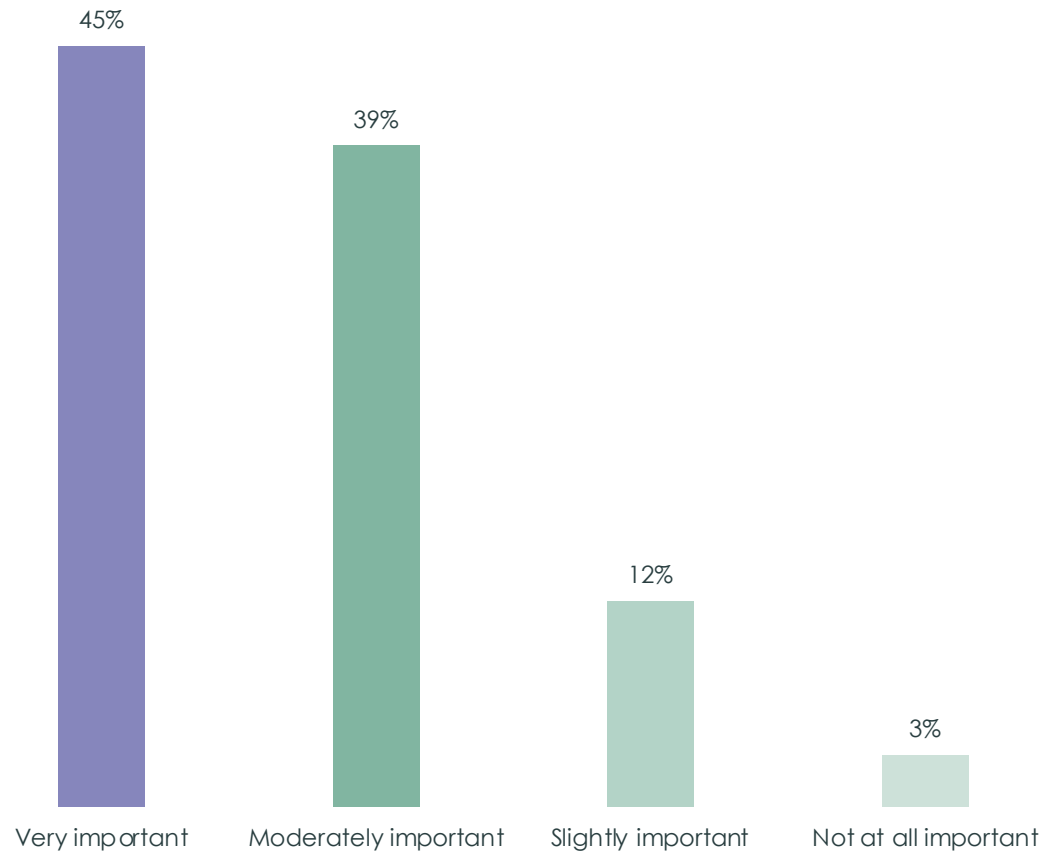
94% of Gen Zs say constructive feedback is moderately to very important

No differences by gender, company size or technical position

45% of Gen Zs say recognition is very important to them

How important to you is receiving recognition for your work?

- Very important: 45%
- Moderately important: 39%
- Slightly important: 12%
- Not at all important: 3%

And the majority would like recognition in the form of a bonus or in a 1:1 with their manager

What types of recognition do you most like to receive at work? Select all that apply.

Bonus	59%
Recognition in a 1:1 with my manager	51%
Verbal praise	45%
Recognition in a team meeting	43%
Extra time off	33%
Gift or gift card	26%
Recognition in a company-wide meeting	25%
Written praise	24%
None of these	1%

Gen Zs say top benefits of manager feedback are identifying areas to improve and professional growth

Why do you like receiving feedback? Select all that apply.

Benefit	Percentage
Helps me identify the areas I need to work on	68%
Helps me to learn and grow professionally	67%
Provides me with guidance of manager expectations	63%
Helps improve my productivity	57%
Motivates me	56%
Improves my relationship with my manager	51%
Allows me to voice my opinions	46%

Top benefits of manager feedback according to Gen Zs:

Helps identify areas to improve (68%)

Helps them learn and grow professionally (67%)

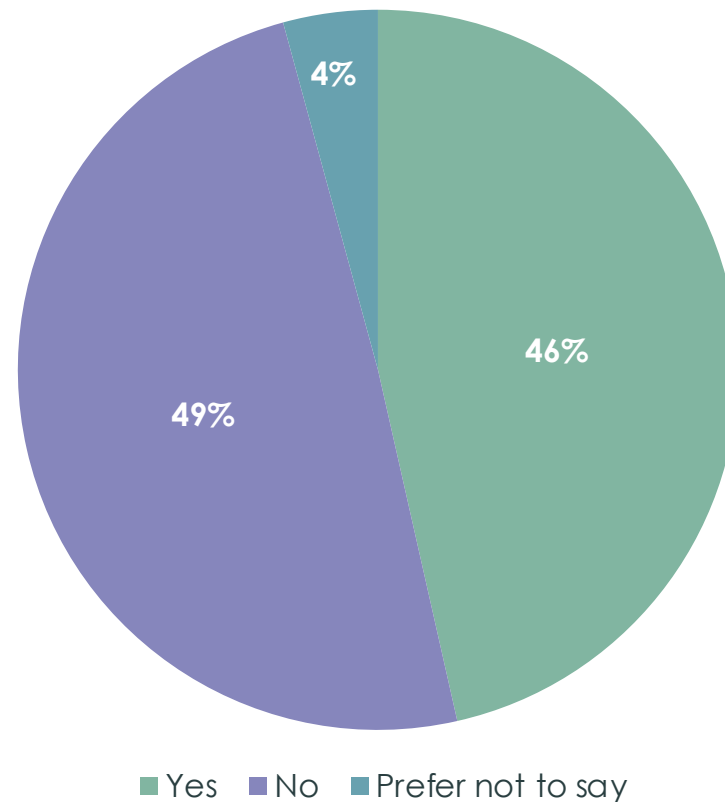Provides guidance on manager expectations (63%)

Job burnout

Gen Zs struggle with job stress

now

# Almost half of Gen Zs have experienced job burnout in the past year

**Burnout is a state of emotional, physical and mental exhaustion.
In the past year, did you experience job burnout?**

4%

46%

49%

■ Yes ■ No ■ Prefer not to say

No differences by gender,
company size or technical position

And half of Gen Zs who have experienced burnout are considering changing industries

Are you considering a job outside your current industry due to burnout?

50%   50%
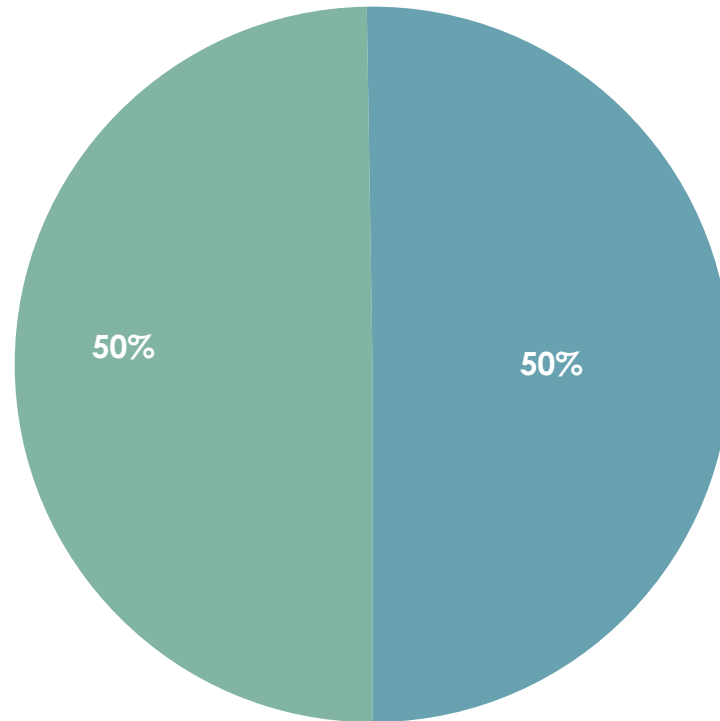
■ Yes ■ No

Base: 197 Gen Zs who experienced job burnout in the past year

Gen Zs say a wide range of causes are responsible for their burnout

What are the major causes of your job burnout? Select all that apply.

Working in a chaotic or high-pressure environment	34%
Working overtime or outside of normal work hours	32%
My inability to handle stress	28%
Balancing requirements of school and work	28%
Unclear requirements, lack of role clarity	27%
Feeling that I'm underperforming at my job	26%
Lack of communication and support from my manager	22%
Not getting enough breaks throughout the day	21%
Conflicts with my co-workers	21%
Having little say in my assignments/projects	20%
Lack of recognition for my contributions	20%
Unmanageable workload	18%
Unfair treatment at work	16%
Keeping up with technology	10%
None of these	4%

Base: 197 Gen Zs who experienced job burnout in the past year

Top 3 reasons for job burnout among Gen Zs:

Working in a chaotic/high-pressure environment (34%)
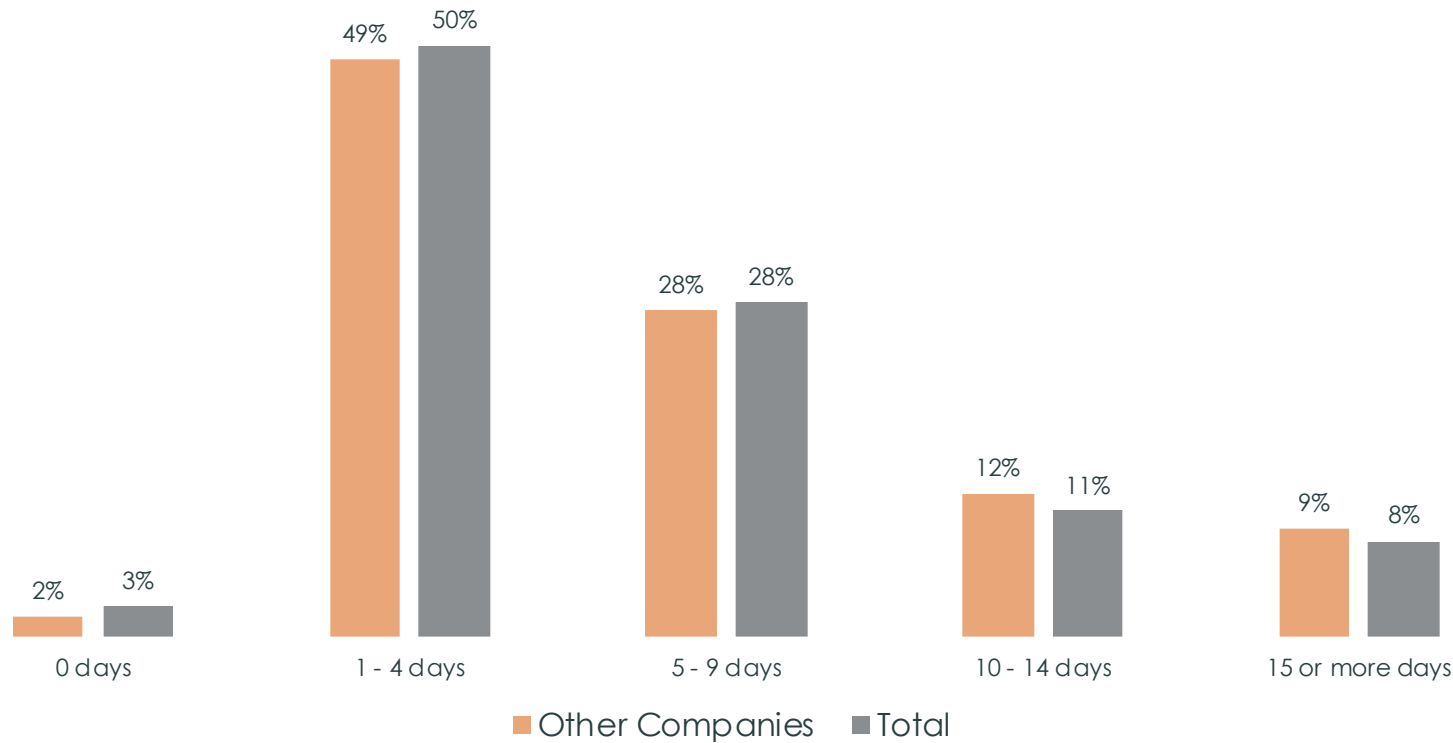
Working overtime/outside normal work hours (32%)

Inability to handle stress and Balancing requirements of school and work (tie, 28%)

Gen Zs who experienced burnout say they feel burned out an average of <u>6</u> work days per month

On average, about how many work days per month do you feel burned out?

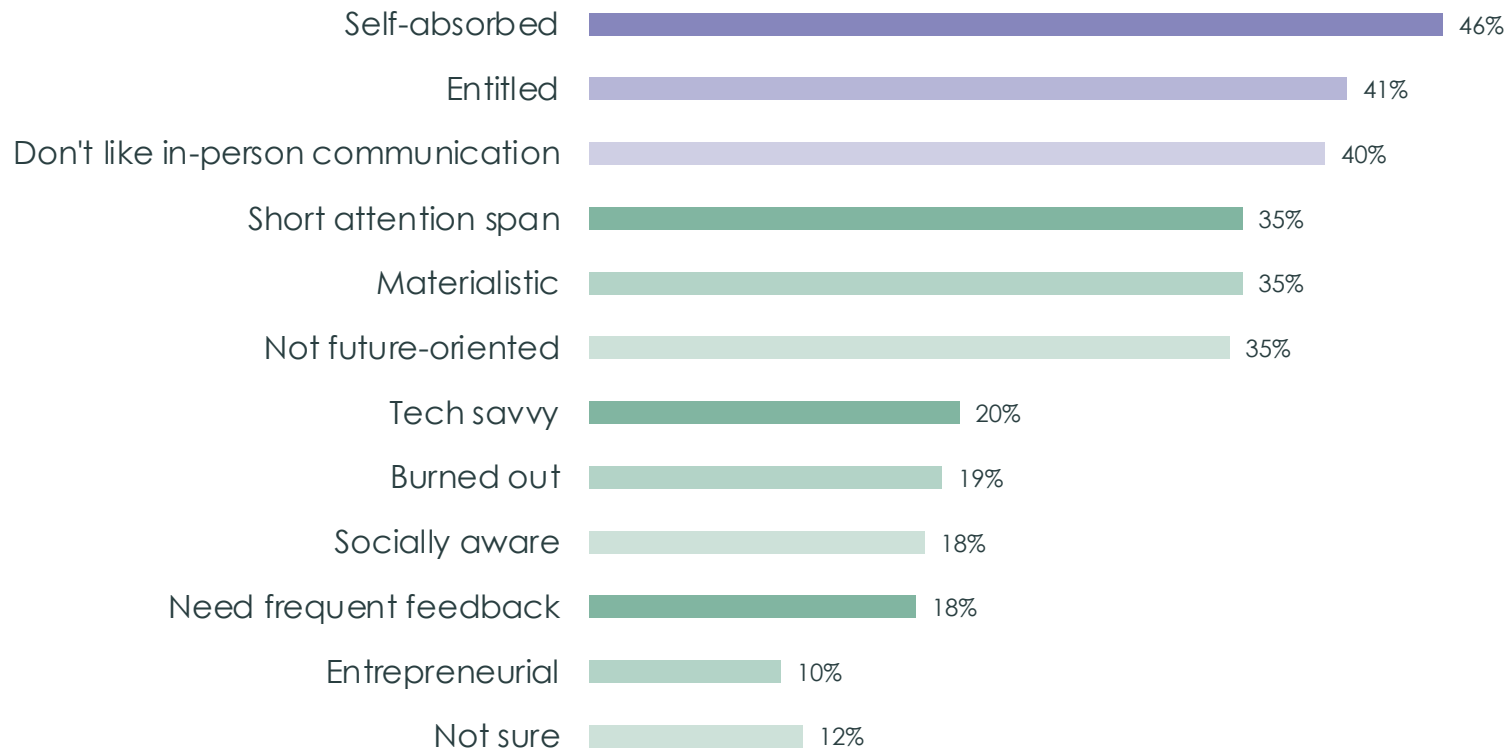|	0 days	1 - 4 days	5 - 9 days	10 - 14 days	15 or more days
Other Companies	2%	49%	28%	12%	9%
Total	3%	50%	28%	11%	8%

Other Companies   Total

Misconceptions about Gen Z

Biggest misconceptions about Gen Zs are that they are self-absorbed and entitled

What are the biggest misconceptions about Generation Z? Select all that apply.

Category	Percentage
Self-absorbed	46%
Entitled	41%
Don't like in-person communication	40%
Short attention span	35%
Materialistic	35%
Not future-oriented	35%
Tech savvy	20%
Burned out	19%
Socially aware	18%
Need frequent feedback	18%
Entrepreneurial	10%
Not sure	12%

Biggest misconceptions about Gen Z:

Self-absorbed (46%)

Entitled (41%)

Don't like in-person communication (40%)

Gen Z respondent demographics

Gen Z surveys

Respondent source and gender

Respondent Source	%	n
ServiceNow	28%	120
Other Companies	72%	304
Total	100%	424

Gender	%	n
Male	49%	209
Female	50%	212
Non-binary	1%	3
Total	100%	424

Country and company size and job position

Country	%	n
United States	94%	397
India	6%	24
Canada	0%	1
Israel	0%	1
United Kingdom	0%	1
Total	100%	424

Company Size	%
1,000 to 4,999	27%
5,000 to 9,999	45%
10,000 to 24,999	7%
25,000 or more	21%
Total	100%

Job Position	%
Technical position	62%
Non-technical position	38%
Total	100%

Industry

Industry	%	n		%	n
Technology (Software, Applications, Cloud)	36%	151	Hospitality (Hotels, Restaurants)	2%	8
Healthcare	7%	31	Manufacturing	2%	7
Retail and eCommerce	7%	31	Transportation and Distribution	2%	7
Consumer Services	7%	28	Utilities	2%	7
Communication Media and Services	6%	26	Wholesale	2%	7
Education	5%	23	Pharmaceuticals and Life Sciences	1%	6
Financial Services (Banking, Insurance)	4%	15	Mining and Natural Resources	0%	2
Technology (Hardware)	4%	15	Other:	8%	34
Energy	3%	13	Not sure	1%	3
Government or Public Sector	2%	10			
Total				100%	424

ServiceNow manager respondent demographics

ServiceNow manager survey

Age and Gender

Age	%
18 to 22	5%
23 to 38	40%
39 to 54	44%
55 or older	7%
Prefer not to answer	4%
Total	100%

Gender	%
Male	71%
Female	27%
Non-binary	0%
Prefer not to answer	1%
Total	100%

Country and Types of Gen Zs Managed and Job Position

Country	%	n
United States	68%	50
India	25%	18
Australia	3%	2
Israel	1%	1
United Kingdom	1%	1
Brazil	1%	1
Total	100%	73

Types of Gen Zs Managed	%
Interns	60%
Full-time employees	56%
Co-ops	14%
Total	100%

Job Position	%
Technical position	66%
Non-technical position	34%
Total	100%

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