



## A Study on Workplace Expectations of Gen Z Among the MBA Students with Special Reference to Thanjavur and Trichy Districts

*Dr. V. Vijay Anand<sup>1</sup> & K. Mukesh<sup>2</sup>*

<sup>1</sup>Asst. Professor, School of Management, SASTRA University, Thanjavur – 613 401

<sup>2</sup>II-MBA Student, School of Management, SASTRA University, Thanjavur – 613401

### ABSTRACT

Workplace Expectations is an evolving topic and has become an important factor for job satisfaction and employee retention. The purpose of this paper is to find out the level of workplace expectations among the MBA students in Thanjavur and Trichy Districts. The prime objectives are to find out the factors that are significant to create an engaged workforce. Here, the researcher has taken independent factors upon grouping up various factors of Workplace expectations and attempted to find the association between independent factors and demographic factors. A sample of 350 collected data have been analyzed through the statistical tools such as descriptive analysis, and out of various factors, it is found that, job, organization, power and coworkers, influence the expectations of the MBA students of gen z in their future workplace.

**Keywords:** Gen Z, MBA students, Workplace expectations

### I. INTRODUCTION

A generation is defined by a group of individuals who share the same birth years. Research consistently shows that individuals from the same generation share similar values, attitudes, and preferences, particularly in regards to employment. This could be attributed to their shared experiences during their formative years (Gandhi & Ambavale, 2018). For example, Baby Boomers (born between 1946 and 1961) tend to value dedication and hard work, while Gen X (born between 1962 and 1979) prioritize career advancement and skill-building. Similarly, Gen Y (born between 1980 and 1995) place a high importance on independence and self-sufficiency. The current workforce has experienced a shift with the entrance of Gen Z, bringing with them a unique set of expectations for their work environment. It is crucial for modern leaders to recognize these differences, as instances of poor fit between individual values and company values have increased. By examining their expectations, organizations can better understand how to create a work environment that is attractive to the next generation of business leaders.

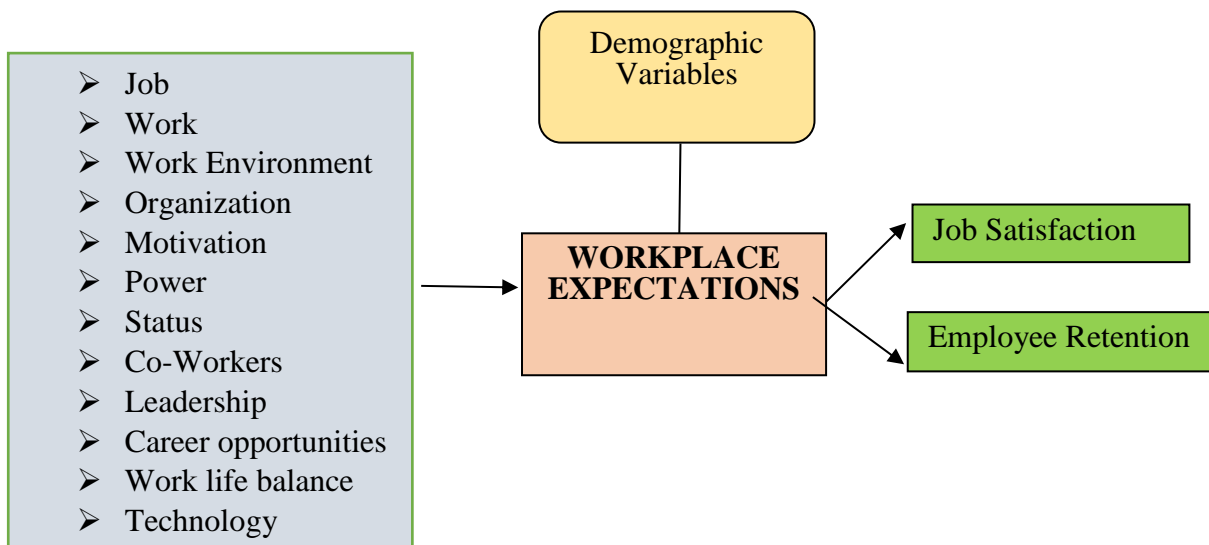
### II. STUDY VARIABLES:

The study variables include demographic variables such as Age, Gender, Institution name, Qualification, Specialization, location and Marital status and the independent factors such as Job, Organization, Work, Motivation, Power, Status, Leadership, Coworkers, Career Opportunities, Technology and Work life Balance. To measure the Workplace expectations, the **variables** were used which led to the **Outcome variables** viz., Job satisfaction and Employee Retention.

### III. STATEMENT OF THE PROBLEM:

The problem lies in the potential conflict between traditional workplace structures and the expectations of Generation Z workers. Things like communication styles, work-life balance, technology preferences and career development aspirations can differ significantly from established norms, causing misunderstandings, decreased productivity and increased turnover. As a result, organizations are grappling with the need to adapt their policies, practices and corporate culture to meet the unique expectations of Generation Z, thereby fostering an inclusive and supportive work environment.

#### IV. CONCEPTUAL FRAMEWORK:



#### V. OBJECTIVES OF THE RESEARCH:

- To study the demographic profile of the respondents.
- To study the association between demographic variables and Workplace Expectations.
- To understand the difference between demographic variables and independent variables.
- To understand the effect of independent variables on Workplace Expectations.
- To study the intercorrelation among independent variables.
- To study the association between Workplace Expectations and Output variables.
- To study the effect of dependent variable on outcome variables.
- To offer suitable suggestions for improvement of effective job satisfaction and Employee retention.

#### VI. RESEARCH METHODOLOGY:

This study is based on the primary data which were collected through structured questionnaire. The researchers have collected the data from 350 respondents of MBA students. Statistical tools used for the analysis are ANOVA, Chi-Square, Multiple regression, and correlation. The outcome of the study was intended to be Job satisfaction and Employee Retention. The reliability of the study was found to be 0.864 – Cronbach's Alpha Value.

#### VII. SCOPE AND LIMITATIONS OF THE RESEARCH:

The study is based on 350 samples from some of the selected MBA colleges in Thanjavur and Trichy Districts. The results may vary as per the opinions of various respondents.

#### VIII. HYPOTHESIS STATEMENTS:

1. There is no association between demographic variables of respondents and Workplace Expectations.
2. There is no significant difference between demographic profile of respondents and independent variable.
3. There is no significant effect of independent factor on Workplace Expectations.
4. There is no significant and positive relation between the independent factors and Workplace Expectations.
5. There is no association between Workplace Expectations on outcome variable.
6. There is no significant effect of Workplace Expectations on outcome variable.

---

## IX LITERATURE REVIEW:

**Grubb, V. M. (2016).** The book "Clash of the Generations" tackles the difficulties brought on by different generations coexisting in the workplace. The book provides managers with useful techniques to handle generational differences, encourage teamwork, and establish a healthy workplace culture through case studies and interviews. It acts as a manual for handling the dynamics of a varied workforce.

**Urlick, M. J. (2019).** The Generation Myth is examined in this book by showing the intricacy of the term "generation" beyond basic age-based divisions and by arguing that an over-reliance on generational stereotypes in the workplace and in society can result in interactions that are less than ideal and even conflict. Throughout, a number of effective tactics for fostering better intergenerational connections are discussed

**Ganguli, R., Padhy, S. C., & Saxena, T. (2022).** This study highlights the increasing difficulty of keeping this group in the workforce by examining the unique traits and preferences of Generation Z (born 1995–2010). Five factors are used by a thorough evaluation of international research to classify Gen Z preferences based on shared themes. The results help firms better position themselves to attract and hold on to this important labor group. Three research studies have been summarized:

**Gaidhani, S., Arora, L., & Sharma, B. K. (2019):** This research delves into understanding Generation Z, highlighting their tech-centric identity and its implications for organizational dynamics. It emphasizes the importance of comprehending their traits and work methods for effective hiring and retention strategies.

**Nzuwah, K. (2024):** This study explores retention tactics in the American fast-food industry, identifying themes like competitive pay, good hiring practices, leadership qualities, and fostering a positive work environment. It suggests using gamification and social activities to improve retention and create positive societal impacts.

**Hsieh, P. (2018):** Focused on the work values of Generation Z, this study highlights their emphasis on accomplishment, lifestyle, and supervisory relationships. It underscores the need for HR to tailor strategies for employee engagement and productivity within Generation Z, while fostering intergenerational understanding.

**Bhatti, K. K., & Qureshi, T. M. (2007):** This study explores the relationship between employee involvement, dedication, productivity, and job satisfaction. It emphasizes that employee engagement significantly impacts various aspects of job satisfaction, dedication, and productivity, thereby providing a competitive advantage to employers. The study suggests that increasing employee engagement is a long-term process requiring attention from both management and employees.

**Kominek, S. (2023):** Investigating workplace conflict and job satisfaction through Maslow's Hierarchy of Needs and Systems Theory, this study suggests management training development opportunities to enhance employee happiness and reduce conflict. It highlights the importance of addressing and resolving conflicts in the workplace to improve overall organizational performance.

**Gandhi, R. (2018):** Focuses on Generation Z's increasing presence in India's workforce and the need for leaders to understand and cater to their unique workplace expectations, analyzing the expectations of 100 Gen Z management students in Ahmedabad.

**Zwardoń-Kuchciak, O. M. (2021):** Examines Generation Z's primary values and demands in the workplace, emphasizing their preference for lifestyle, security, and stability, along with expectations of high pay, transparent working conditions, and clear professional obligations from employers.

**Gabrielova & Buchko (2021):** Explores intergenerational dynamics between millennials and Generation Z in the workplace, aiming to understand conflicts and devise management strategies. Focuses on the millennial supervisor-Gen Z subordinate relationship.

**Robertson (2023):** Investigates Generation Z's desire for respect, dignity, and consideration in the workplace. Emphasizes the importance of leaders displaying vulnerability and understanding Gen Z's expectations to effectively guide them.

**Nguyen Ngoc, T., Viet Dung, M., Rowley, C., & Pejić Bach, M. (2022):** Focuses on understanding the expectations and job search intentions of Gen Z job seekers in Vietnam, emphasizing the importance of intangible attributes of work/organization. Advances understanding of instrumental and symbolic attributes in recruitment literature

**Chillakuri, B. (2020):** Explores the onboarding expectations of Generation Z, highlighting the importance of the onboarding process for successful integration into the workforce. Identifies six crucial factors for improving the onboarding experience for Gen Z employees.

**Sharma, M. P., & Pandit, R. (2021):** Investigates Gen Z's expectations regarding compensation policies in companies, noting their unique characteristics and emphasizing the need for companies to align their compensation strategies with Gen Z's expectations.

---

## X. DATA ANALYSIS AND DISCUSSION:

Table No:1

Demographic profile of the respondents

S.NO	Variable	Demographic variables									
1	Age (Yrs)	21-23					24-26				
		344					6				
	Percentage (%)	98					2				
2	Gender	Male					Female				
		156					194				
	Percentage (%)	45					55				
3	Institution Name	BIM	Bishop Heber	Gnanam B school	IG	Jamal Mohamed	JIM	MIET	PMIST	SASTRA	SRM
		1	36	114	14	19	1	17	20	109	19
	Percentage (%)	0.3	10	33	4	5.4	0.3	5	6	31	5
4	Qualification	PG									
		350									
	Percentage (%)	100									
5	Location	Trichy					Thanjavur				
		107					243				
	Percentage (%)	31					69				
6	Specialization	HR		Marketing			Finance		Operation		
		89		182			68		11		
	Percentage (%)	25		52			20		3		
7	Marital Status	Single					Married				
		348					2				
	Percentage (%)	99					1				

Source: Primary Data

The above table depicts that the demographic characteristics of a sample of 350 people from different institutions located in Trichy and Thanjavur. Ninety-eight percent of the participants are between the ages of 21 and 23. The remaining two percent are between the ages of 24 and 26. The gender breakdown reveals that there are somewhat more women (55%) than men (45%). Each participant has a postgraduate degree in terms of credentials. In terms of geography, more people are from Thanjavur (69%) than Trichy (31%). In terms of specialization, marketing is most prevalent (52%), followed by operations (3%), HR (25%) and other. Of them, 99% are single, while 1% are married. The demographic composition of the questioned population may be inferred from this data, which shows that the group was primarily young, educated, single, and heavily represented by women in marketing-related sectors.

**Table No: 2****Chi-Square Test between Demographic factors and Workplace Expectations**

S.No.	DEMOGRAPHIC FACTORS	(Sig)	RESULT
1	Age	0.762	Accepted
2	Gender	0.740	Accepted
3	Education	0.000	Rejected
4	Marital Status	0.854	Accepted
5	Location	0.001	Rejected
6	Specialization	0.006	Rejected

(\* =  $H_0$  accepted at 5% significance level)

**Hypothesis ( $H_0$ ):** There is no association between demographic factors of respondents and the workplace expectations.

From the above table it was found that null hypothesis is rejected ( $p < 0.05$ ) and it was concluded that there is association between the demographic factors viz., Education, Location and Specialization of the respondents with the workplace expectations. The researcher also concluded that there is no association between Age, Gender and Marital status of the respondents with the workplace expectations, since the null hypothesis is accepted ( $p > 0.05$ ).

**Table No:3****Independent Factors and the Gender of the respondents – One way ANOVA**

S. No	Factors	F	Significance	Result
1	Job	0.787	0.376	Accepted
2	Work	0.001	0.980	Accepted
3	Organization	0.134	0.714	Accepted
4	Motivation	1.017	0.314	Accepted
5	Power	0.173	0.677	Accepted
6	Status	0.118	0.731	Accepted
7	Co workers	0.030	0.862	Accepted
8	Leadership	0.500	0.480	Accepted
9	Career opportunities	0.382	0.537	Accepted
10	Technology	0.241	0.624	Accepted
11	Work life balance	0.448	0.504	Accepted

(\* =  $H_0$  accepted at 5% significance level)

**Hypothesis ( $H_0$ ):** There is no significant difference between position and independent factors of employee engagement.

From the table, the researcher found that there is no significant difference between Gender of the respondents and independent factors of workplace expectations at 5% significance level ( $p > 0.05$ ).

**Table No: 4****Unstandardized Coefficients of Regression Model – Independent factors and Workplace Expectations**

Model	Unstandardized Coefficients		Sig.
	B	Std. Error	
(Constant)	0.332	0.247	0.000
Job	0.131	0.047	0.006*

Work	0.011	0.052	0.835
Organization	0.202	0.051	0.000 *
Motivation	0.054	0.044	0.214
Power	0.102	0.040	0.011*
Status	0.027	0.038	0.477
Co workers	0.155	0.036	0.000*
Leadership	0.012	0.046	0.787
Career opportunities	0.005	0.046	0.915
Technology	0.067	0.043	0.119
Work life balance	0.040	0.047	0.397
R = 0.912			

\* = significance at 5% level

**Hypothesis (H<sub>0</sub>):** There is no significant effect of independent factors on workplace expectations.

The above result of regression shows that the independent factors viz., job, Organization, Power, and Coworkers (p<0.05) are statistically significant towards workplace expectations. The regression results also show that the variables such as Work, Motivation, Status, Leadership, Technology and Career opportunities are not statistically significant (p>0.05), since the p value is greater than 0.05. The R value represents the simple correlation and is 0.912, which indicated a high degree of correlation between the independent factors and employee engagement. The R<sup>2</sup> value indicated that 83.1 % (0.831) of variance in dependent variable “Workplace expectations”, is explained by the independent factors.

**Regression Model: Y=a+b1+b2+b3...b1**

The significant individual factors with predictors’ values towards workplace expectations are shown in the figure:1

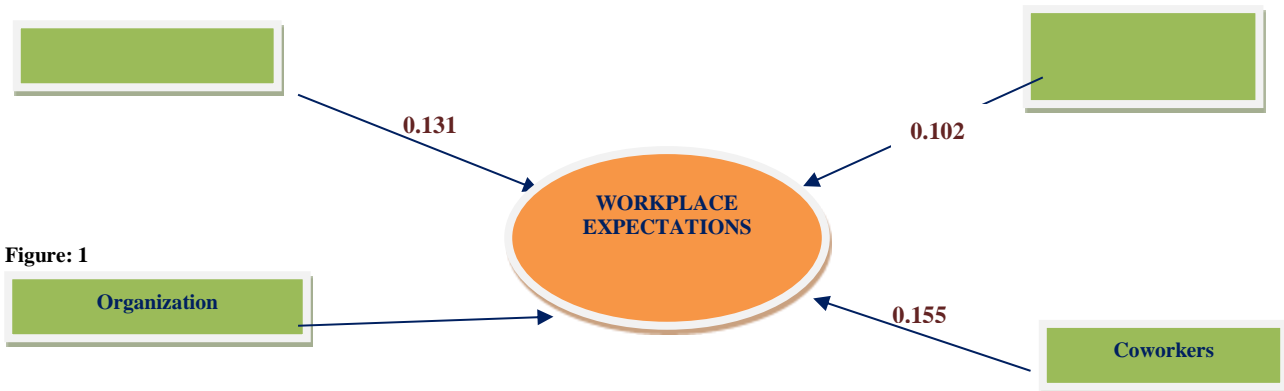


Figure: 1

**Regression Model - Individual Factors and Workplace Expectations**

Table: 5

**Chi-Square Test between Workplace Expectations and Outcomes - (Job satisfaction & Employee Retention)**

Sl. No.	Outcome Variables	Significance Value	Decision
1.	Job Satisfaction	0.000	Reject
2.	Employee Retention	0.000	Reject

(\* = H<sub>0</sub> accepted at 5% significance level)

**Hypothesis (H<sub>0</sub>):** There is no significant relationship between the workplace expectations and outcome factors.

The table 5 shows that significance of the chi-square values are less than 0.05, hence the null hypothesis is rejected and it is inferred that there is a significant relationship between workplace expectation and outcomes – Job satisfaction & Employee retention.

**Table No:6**

**Unstandardized Coefficients of Regression Model – Workplace expectations**

**And outcomes (Job satisfaction & Employee retention)**

S. No	Predictors	Unstandardized Coefficients		Sig.
		B	Std. Error	
	(Constant)	1.385	0.134	0.000*
1	Job satisfaction	0.840	0.025	0.000*
2	Employee Retention	0.762	0.016	0.000*
<b>R= 0.910 R Square= 0.828</b>				

**Hypothesis (H<sub>0</sub>):** There is no significant effect of workplace expectations on the outcome factors.

The above table shows that the R value which represents the simple correlation and is 0.910 which indicated a high degree of correlation between the outcome factors and workplace expectations. The R<sup>2</sup> value indicated that 82.8 % (0.828) of variance in dependent variables “*Job satisfaction & Employee retention*” is explained by the independent variable viz., employee engagement.

From the table, it can be inferred that there is (p<0.05) statistical significant effect of workplace expectations on the outcome factors viz. Job satisfaction & Employee retention.

## **XI. MAJOR FINDINGS:**

It is interpreted that the majority of the respondents (98.3%.) belong to the category of 21 to 23 years of age. It is interpreted that the majority of the respondents (55.4%) are Female. It is recorded that majority of respondents are of (32.6%) from Gnanam Business school. It is inferred all of the respondents (100%) Pursuing their Postgraduation. It is inferred majority of the respondents (99.4%) are Single. It is observed that majority of the respondents (69.4%) from Thanjavur location. It is interpreted that the majority of the respondents (52 %) from Marketing Specialization.

From the analysis of the researchers, that null hypothesis is rejected (p<0.05) and it was concluded that there is association between the demographic factors viz., Education, Location and Specialization of the respondents with the workplace expectations. The researcher also concluded that there is no association between Age, Gender and Marital status of the respondents with the workplace expectations, since the null hypothesis is accepted (p>0.05).

Analysis by the researcher revealed that there is no significant difference between Gender of the respondents and independent factors of workplace expectations at 5% significance level (p>0.05).

The result of regression shows that the independent factors viz., job, Organization, Power, and Coworkers (p<0.05) are statistically significant towards workplace expectations. The regression results also show that the variables such as Work, Motivation, Status, Leadership, Technology and Career opportunities are not statistically significant (p>0.05), since the p value is greater than 0.05. The R value represents the simple correlation and is 0.912, which indicated a high degree of correlation between the independent factors and employee engagement. The R<sup>2</sup> value indicated that 83.1 % (0.831) of variance in dependent variable “*Workplace expectations*”, is explained by the independent factors.

The significance of the chi-square values inferred that there is a significant relationship between workplace expectations and outcomes – Job satisfaction & Employee retention. Also, R value which represents the simple correlation and is 0.910 which indicated a high degree of correlation between the outcome factors and workplace expectations. The R<sup>2</sup> value indicated that 82.8 % (0.828) of variance in dependent variables “*Job satisfaction & Employee retention*” is explained by the independent variable viz., workplace expectations.

## **XII. RECOMMENDATIONS**

From the results of the regression analysis, it is explored that the independent factors viz., job, organization, Power and Coworkers influence the workplace expectations of MBA students in Thanjavur and Trichy Districts. Hence the researcher suggests the organization to implement certain strategy that triggers the above factors further which effects in a good Work environment. As per the study of the researchers, those factors also strongly influence the outcomes of the study viz. Job satisfaction and Employee retention.

---

### XIII. CONCLUSION

In the current scenario, organizations are supposed to do something unique to beat the competition in the market and to sustain their employees. Workplace expectations is an important factor that contributes increase in productivity of an organization. An organization having engaged employees has many advantages over their competitors, resulting in Job satisfaction and employee retention.

### XIV. REFERENCES:

---

1. Grubb, V. M. (2016). *Clash of the generations: Managing the new workplace reality*. John Wiley & Sons, Incorporated.
2. Urick, M. J. (2019). *The generation myth: How to improve intergenerational relationships in the workplace*. Business Expert Press.
3. Ganguli, R., Padhy, S. C., & Saxena, T. (2022). The characteristics and preferences of gen Z: A review of multi-geography findings †. *IUP Journal of Organizational Behavior*, 21(2), 79-98.
4. Gaidhani, S., Arora, L., & Sharma, B. K. (2019). Understanding the attitude of generation Z towards workplace. *International Journal of Management, Technology and Engineering*, 9(1), 2804-2812.
5. Nzuwah, K. (2024). *Effective strategies leaders use to enhance the retention of frontline workers in the fast-food industry* (Order No. 30990707). Available from ProQuest One Academic. (2919242154).
6. Hsieh, P. (2018). *Exploring generation Z's work values: Implications for future work* (Order No. 10807840). Available from ProQuest One Academic. (2051921299).
7. Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International review of business research papers*, 3(2), 54-68.
8. Kominek, S. (2023). *Reducing workplace conflict: A reasonable expectation?* (Order No. 30815904). Available from ProQuest One Academic. (2910068635).
9. Gandhi, R. (2018). *Workplace expectations of Gen Z students pursuing post-graduation in management study at Ahmadabad, Gujarat*. *Indira Management Review*, 31-41.
10. Zwardoń-Kuchciak, O. M. (2021). The work values and professional expectations of the second cohort of Generation Z. *Educational Psychology*, 63(21), 71-82. The work values and professional expectations of the second cohort of Generation Z. *Educational Psychology*, 63(21), 71-82.
11. Gabrielova, K., & Buchko, A. A. (2021). Here comes Generation Z: Millennials as managers. *Business Horizons*, 64(4), 489-499.
12. Robertson, E. (2023). *A preliminary exploration of the workplace expectations of Generation Z amidst Covid-19* (Doctoral dissertation, Pepperdine University).
13. Nguyen Ngoc, T., Viet Dung, M., Rowley, C., & Pejić Bach, M. (2022). Generation Z job seekers' expectations and their job pursuit intention: Evidence from transition and emerging economy. *International Journal of Engineering Business Management*, 14, 18479790221112548.
14. Chillakuri, B. (2020). Understanding Generation Z expectations for effective onboarding. *Journal of Organizational Change Management*, 33(7), 1277-1296.
15. Sharma, P., & Pandit, R. (2020). Workplace expectations of GenZ towards factors of motivation. *Studies in Indian Place Names*, 40(08), 76-88