



Generation Z in the Workplace: The Role of Gen Z Communication on Workplace Preferences

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ABSTRACT

Gen Z is redefining work expectations and preferences, bringing new perspectives that challenge traditional employment structures. Unlike previous generations, they seek purpose driven jobs, preferring organizations that align with their values by offering meaningful work, flexible work structures and mental wellness programs. While these traits can enhance workplace innovation and efficiency, they also introduce complexities in organizational structures, leadership approaches, and employee engagement strategies. This study therefore sought to examine the effects of Gen Z communication on workplace preferences among undergraduate finalists of Moi University, Kenya. The theoretical frameworks that underpinned the study included the generational theory and the Person - Environment Fit theory. The study was anchored on the quantitative research approach under the positivist philosophical worldview. Explanatory research design was adopted whereas stratified and simple random sampling techniques guided the process of respondents' identification. The study population comprised of 4,045 final year undergraduate students in five selected schools. The sample size of the study was 364 respondents computed using Yamane's (1967) Formula. Data collection was done by use of a structured questionnaire. The information obtained was analyzed using both descriptive and inferential statistics. Correlation and simple regression analyses were done to test the research hypothesis. The study established that Gen Z communication ($\beta = .190$, $p = .000$, $r = .190$, $R^2 = 0.032$, $F = 9.909$) significantly influenced workplace preferences. This study therefore concludes that Gen Z communication positively influences workplace preferences. It is hoped that the findings of this study will help organizations better understand the work expectations Gen Z employees with regard to communication patterns and associated workplace preferences. In addition, the findings will offer invaluable suggestions to employers on how best to deploy organizational dynamics such as adoption of smart technologies, social media usage and creation of collaboration spaces to enhance face to face communication in such a way as to attract and retain Gen Z employees.

Key Words: Generations, Gen Z communication, workplace preferences, organizational structure, smart technologies, social media, collaboration spaces.

Introduction

The entry of Generation Z (Gen Z) into the workforce is reshaping workplace dynamics, as this cohort exhibits distinct characteristics and unique career expectations (Scroth, 2019). Unlike older employees, Gen Z professionals prioritize flexible work arrangements, positive organizational culture, career development opportunities, and work-life balance (Twenge, 2017). In view of this, employers face an increasing challenge in attracting and retaining young talent due to misalignment between traditional workplace structures and Gen Z's evolving expectations (Bui et al., 2021). Implementing a shift to Gen Z compatibility in organizations while keeping current employees engaged requires a significant change and restructuring of management approaches and systems. This change enhances overall business performance, establishing a holacracy that emphasizes skills, abilities, and concepts, instead of structures and hierarchy. Creating a flexible and horizontal organizational framework that enables Gen Z to excel in a varied, multicultural workforce is essential for positioning organizations advantageously in the ever-changing business environment.

While extensive research on generational differences and workplace preferences has been conducted in western contexts, studies on Gen Z in the African labour market remains limited. Similarly, while studies in Western contexts have explored generational differences in workplace behaviour, there is lack of research on the specific effects of Gen Z characteristics - such as their unique communication on workplace preferences in Africa. Without a clear understanding of these influences, organizations may struggle to design work environments that align with the expectations of this emerging workforce. Workplace preferences among Gen Z professionals are evolving, with increased emphasis on positive organizational culture, work life balance, career development opportunities, and fair compensation (Twenge 2017).

Understanding these preferences is critical for organizations aiming to foster job satisfaction, engagement, and long-term retention of their staff. This study seeks to examine the effects of Gen Z communication on workplace preferences among undergraduate finalists in selected schools of Moi University, Kenya. By demonstrating how Gen Z communication shapes job expectations, organizational culture, and career priorities, the research aims

to provide insights that would inform employers, educators and policy makers in enhancing workforce engagement and productivity among Gen Z employees.

Objective and Hypothesis of the study

The following were the objective and hypothesis of the study:

O₁: To analyze the effects of Gen Z communication on workplace preferences among undergraduate finalists in selected schools of Moi University, Kenya;

HO₁: Gen Z communication has no significant effect on workplace preferences among undergraduate finalists in selected schools of Moi University, Kenya.

Literature review

Workplaces worldwide are witnessing a demographic change as the initial group of Generation Z (Gen Z) enters the global labor market (Fuchs et al., 2024). Born from the mid-1990s to the early 2010s, Generation Z is predicted to constitute approximately 27% of the labor force by 2025 (Koop, 2021). As per UN estimates, Gen Z constitutes the largest generation globally, making up 23.64% of the total population in 2021. As a result, this transition represents a major impact in the workplace since 27% of employees will be individuals who have no memory of a world before the internet (Barjami, 2024).

The entry of Gen Z into the workforce has generated considerable attention from academics, employers, and policymakers. Being the newest generational group to join the workforce, Gen Z shows distinctive characteristics influenced by swift technological progress, globalization, and changing social norms, which require a more profound comprehension of their workplace preferences (Leslie et al., 2021; Gibson et al., 2009; Kirchmayer & Fratričová, 2018; Barjami, 2024).

In contrast to earlier generations, Gen Z is reshaping work expectations and preferences, introducing fresh viewpoints that contest conventional employment frameworks. They emphasize flexibility, preferring remote or hybrid work arrangements instead of strict regimes. They look for jobs with a purpose, favoring companies that resonate with their values by providing meaningful roles, work-life balance, and mental health initiatives (Hershatter & Epstein, 2010; Ruhil et al., 2020; Marron, 2015). As a result, welcoming and supportive work environments are very appealing to Gen Z. The influence of Gen Z employees is significant, necessitating adjustments that may be essential for their attraction, recruitment, and retention. As demographic changes continue, employers encounter a market where employees hold the upper hand, and a deeper comprehension of Gen Z workplace preferences could provide an edge in the “war for talent” (Skýpalová et al., 2023).

Workplace preferences denote the conditions, surroundings, and characteristics that employees value when selecting or assessing a workplace. It shows what people prioritize in their workplace, including organizational culture, job responsibilities, advantages, and opportunities for career advancement. For example, Gen Z favor a supportive workplace where all individuals are appreciated and treated equitably (Skýpalová et al., 2023). Gen Z is reshaping work expectations and desires, introducing fresh viewpoints that question conventional employment frameworks. In contrast to earlier generations, they value flexibility, preferring remote or hybrid work arrangements instead of fixed schedules. They look for jobs with a purpose, favoring companies that match their values and provide significant work. Moreover, work-life balance and mental health programs are vital in Gen Z's career decisions, leading them to favor inclusive and supportive workplaces (Leslie et al., 2021; Hershatter & Epstein, 2010; Ruhil et al., 2020).

Moreover, Gen Z prioritizes professional development, ongoing education, and regular feedback, anticipating transparent routes for career progression. Being digital natives, they favor technology-oriented settings that promote creativity and teamwork (Marron, 2015; Singh & Dangmei, 2016; Gibson et al., 2009). Appreciating these changing workplace preferences is essential for employers hoping to attract, engage, and retain Gen Z talent in the current competitive job market. Gen Z communication influences a diverse array of work expectations. Studies show that this generation focuses heavily on intrinsic values such as personal growth and upward mobility. (de Boer et al., 2021).

To understand Gen Z communication and how it influences workplace preferences, it is essential to outline the general characteristics of the other generations. This is essential in order to place the current study within the wider context of generational studies and workplace dynamics.

Urwin and Parry (2017) state that the existing population is divided into five generational cohorts: Veterans (1925-1942); Baby Boomers (born 1943-1960); Generation X (born 1961-1981); Generation Y or Millennials (born after 1982) (Strauss & Howe, 1991) and Generation Z or Post-Millennials (born after 2001) (Williams & Page, 2011). These groups display distinct characteristics that shape their work ethic and work expectations.

The Baby Boomer cohort, born from 1946 to 1964 (Pew Research Center, 2018), is noted for its emphasis on traditional values, faith, and customs rather than on change (Berezan et al., 2018; Mintel, 2019a; Leslie et al., 2021). Growing up in the period following World War II, they are frequently characterized as idealistic, competitive, and hopeful. Baby Boomers emphasize self-improvement, question authority, and are recognized for their robust work ethic, which can sometimes result in workaholic tendencies. They appreciate in-person communication and reciprocal relationships within their work environment (Knapp et al., 2017). Having experienced major historical moments including the Vietnam War, the civil rights movements, political assassinations, and the Watergate scandal (Bradford, 1963), along with cultural changes like Woodstock (Adams, 2000) and the counterculture movement (Niemec, 2000), this generation was heavily engaged in political and social activism. Baby Boomers are now approaching retirement.

Generation X, born from 1965 to 1980 (Pew Research Center, 2018), is recognized for its self-reliance, critical thinking, and business-oriented attitude (Berezan et al., 2018; Mintel, 2016). Having grown up as "latchkey kids" because of soaring divorce rates and more mothers joining the workforce, Gen Xers developed self-sufficiency and adaptability early on. They don't anticipate permanent employment with one company, favor direct communication, and have an aversion to micromanagement (Knapp et al., 2017). This generation was also referred to as the "baby bust" generation because its population is smaller in comparison to the Baby Boomers. Possessing a robust sense of ingenuity, they tirelessly tackle significant challenges but do not exhibit blind loyalty to organizations, opting to leave positions for improved opportunities when need arises (Karp et al., 2002).

Millennials, known as Generation Y, were born from 1981 to 1995 (Pew Research Center, 2018) and are the initial generation to have grown with the internet, ubiquitous media exposure, and globalization (Liesem, 2017). They possess a high level of education, with 40% of U.S. Millennials having bachelor's degrees, and are community-oriented, tech-savvy, and realistic. In the professional environment, they favor coaching rather than conventional management and value challenging tasks more than salary or job stability (Knapp et al., 2017). Millennials exhibit similarities with Gen X, notably in their appreciation for teamwork, diversity, and flexibility Zemke, (2000). Influenced by technological progress and evolving family dynamics (Niemic, 2000; Kersten, 2002), they are recognized for their positivity and skill in adapting to change efficiently.

Gen Z Communication and Workplace Preferences

Generation Z showcases a unique communication style influenced by their upbringing in a digital environment. Studies indicate that Generation Z heavily depends on social media and mobile technology for communication in both personal and work environments (Turner, 2020). In contrast to earlier generations, Gen Z favors interactive and visual communication channels like TikTok, Instagram, and Snapchat, where engagement occurs instantly (Smith & Nichols, 2021). Their digital upbringing impacts their workplace anticipations, preferring tools that enable instant messaging and real-time collaboration (Vasquez & Thorp, 2023).

Generation Z's deep engagement with social media and their affinity for apps and smart technologies greatly affect their communication expectations within the workplace. Research shows that they favor digital communication methods that are quick, efficient, and visually appealing (Twenge, 2017). They are at ease utilizing several platforms, such as instant messaging, video calls, and collaborative applications, to interact with coworkers and managers. Fromm and Read (2018) found that Generation Z workers tend to experience greater job satisfaction in environments that offer modern communication tools and platforms. They appreciate organizations that adopt technology and use it to improve communication methods and boost collaboration.

A study conducted by Jones et al. (2021) reveals that more than 90% of Gen Z individuals engage with at least one social media platform each day, dedicating substantial time to video-oriented and short-form content apps. In professional settings, this means a preference for communication platforms that incorporate features similar to social media, like Slack, Microsoft Teams, and Discord (Williams & Scott, 2022). These platforms allow Gen Z workers to interact in a manner they find comfortable, promoting engagement and productivity. Nonetheless, researchers warn that overuse of social media in workplace settings may result in distractions and reduced efficiency if not effectively controlled (Brown & Campbell, 2023).

In contrast to Millennials, who underwent the shift from conventional to digital communication, Gen Z has grown up in a digital-centric environment (Smith, 2020). A study by Johnson and Patel (2022) indicates that 78% of Gen Z workers prefer utilizing workplace applications instead of conventional email for everyday communication. Platforms like Zoom, Google Meet, and Asana are especially favored since they appeal to Gen Z's preference for interactivity and effectiveness. Organizations adopting these technologies experience increased engagement and collaboration rates among younger employees (Morris, 2021). Moreover, AI-based communication tools and chatbots attract Gen Z's preference for automation and efficiency (Lee & Park, 2023).

A key characteristic of Gen Z's communication in the workplace is the need for immediate feedback and ongoing reassurance. Research conducted by Fernandez and Harris (2022) revealed that 72% of Gen Z workers anticipate receiving feedback at least once a week, whereas only 38% of Millennials and 20% of Gen X share this expectation. This demand stems from their upbringing in a digital context where notifications, likes, and comments enable prompt reactions to their activities (Thomas & Walker, 2021).

Employers responding to Gen Z's feedback preferences implement ongoing performance management systems, instant feedback tools, and regular check-ins to ensure engagement (Johnson, 2023). Nevertheless, scholars warn that the continual demand for validation could result in heightened stress and anxiety if feedback is slow or viewed as unfavorable (Anderson & White, 2022). Organizations are urged to find equilibrium by establishing organized feedback mechanisms and utilizing mentorship initiatives (Mitchell, 2023).

Gen Z desire for quick feedback shapes their anticipations regarding workplace communication, as they look for constant acknowledgment (Parry & Hurst, 2019). Research indicates that Gen Z workers tend to be more engaged and motivated when they receive regular and constructive feedback from their managers. They appreciate organizations with transparent performance assessment procedures that provide opportunities for continuous learning and growth. Research conducted by Smith (2019) highlights the significance of frequent check-ins and individual meetings to offer Gen Z workers the guidance and feedback necessary for their success.

Even with their strong dependence on digital communication, Gen Z continues to appreciate in-person interactions. Empirical studies show that they acknowledge the significance of creating personal bonds and cultivating solid relationships with coworkers and supervisors (Lancaster & Stillman, 2010). They value face-to-face meetings, team-building exercises, and social gatherings that enable them engage with their coworkers on a more personal basis. Robles (2012) emphasizes that Gen Z workers tend to be more content in environments that maintain a balance between online and in-person interactions. They appreciate institutions that foster a sense of community and that encourage a culture of cooperation and teamwork.

Carter and Jones (2022) also report that although Gen Z workers favor digital communication for its efficiency, they view face-to-face meetings as crucial for fostering relationships and collaboration. This dual preference has resulted in the emergence of hybrid communication models, in which organizations merge virtual and physical interactions to strengthen team unity (Williams, 2021).

In intricate problem-solving scenarios and career mentoring opportunities, direct communication is especially preferred (Nguyen & Harper, 2023). Employers that combine digital communication with periodic face-to-face meetings experience greater employee satisfaction and fewer miscommunication problems (Bennett & Robinson, 2021). Moreover, Generation Z workers highlight the significance of workplace culture and social involvement, which is more effectively nurtured through face-to-face interactions (Gomez et al, 2020).

Theoretical framework

Generational theory

The concept of generations has become highly popular in marketing and organizational management. Occasionally, the theory of generations appears to assert itself as a new management paradigm, but in reality, it operates under the ambit of sociological knowledge (Melnic, 2022). Generations are frequently characterized as social or birth groups that experience distinct socio-cultural events that shape their development (Lyons & Kuron, 2014; Neves & Casimiro, 2018). The term 'generation' denotes a repeated cycle of offspring born over specific years, typically spanning 15-20 years (Almog and Almog, 2013). Strauss and Howe (1991) described a generation as clusters of individuals of varying ages influenced by evolving factors that mold their shared experiences and values. Although the subtleties of each generation's tastes and culture have sparked discussion, it is widely accepted that these differing expectations are evident in diverse manners within the workplace (Wong et al., 2008). Various generations hold unique views on what constitutes a quality work environment, such as noted by Leslie et al. (2021).

The idea of generations arose in sociology to comprehend social change and conflict, with two theoretical methods to define generations (Lyons & Kuron, 2014). The 'social forces' perspective is based on Karl Mannheim's theories, positing that generations emerge from specific historical occurrences and embody a collective with a common set of perceptions, as well as a shared mode of existence and knowledge (Bristow, 2016; Eyerman & Turner, 1998). The 'cohort' method is based on the research of Norman B. Ryder (Ryder, 1965), who recognized generations as age-defined groups that encounter major events around the same period in their lives. Both approaches share the insight that the historical context in which individuals are born and grow influences the formation of groups. Twenge (2023) observes that "The time period in which you were born significantly affects your behaviors, attitudes, values, and personality characteristics." In reality, the time of one's birth influences their personality and outlook more than the family socialization. Recognizing generational differences is crucial for comprehending family dynamics, the workplace, mental health, political views, economic strategies, marketing, and public discussions (Balon, 2023).

Person-Environment Fit Theory

The Person-Environment (P-E) Fit Theory, initially developed by French, Rodgers, and Cobb in 1974 and subsequently enhanced by Caplan (1987) and Kristof (1996), serves as a core framework in vocational psychology and organizational behavior. It indicates that factors like job satisfaction, performance, and well-being are affected by how well an individual's traits align with their work environment. This theory offers an extensive framework for examining how Generation Z's unique characteristics engage with different workplace environments, ultimately shaping their job preferences.

French et al. (1974) established the foundation by suggesting that stress and discontent occur when there is a mismatch between an individual and their surroundings. Caplan (1987) and subsequently Kristof (1996) built on this by identifying several dimensions of fit, including person-job (P-J) fit, person-organization (P-O) fit, person-group (P-G) fit, and person-supervisor (P-S) fit. The core principle of the theory is that ideal results—like engagement, satisfaction, and commitment—are attained when a person's needs, values, goals, and skills match the demands, values, and resources of their environment (Kristof, 1996).

Two main types of fit are highlighted: supplementary fit and complementary fit. Supplementary fit happens when a person and their surroundings possess comparable traits, like values or personality characteristics. Complementary fit happens when a person's skills align with the environment's requirements or when the environment offers resources to fulfill the person's needs. These dimensions together affect how effectively a person adapts to and flourishes in a particular environment.

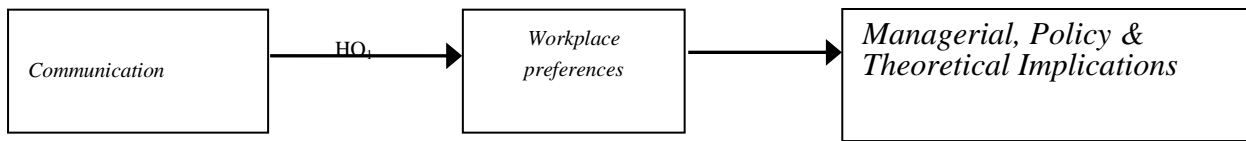
Although it is widely accepted, the P-E Fit Theory has faced criticism on multiple levels. A significant criticism relates to the subjectivity of fit perceptions, potentially causing differences between perceived and real fit (Edwards, 1996). Moreover, the theory posits reciprocal adaptability between the individual and the environment, which might not apply in stringent organizational cultures or for those with restricted job mobility. Another criticism is that the theory frequently prioritizes individual results (e.g., satisfaction, stress) rather than organizational results (e.g., innovation, productivity), which may restrict its effectiveness in strategic workforce planning. Additionally, empirical research can occasionally produce inconsistent findings because of differing definitions and operationalizations of "fit," which complicates generalization (Kristof-Brown et al., 2005).

The P-E Fit Theory acts as a significant and efficient framework in this study as it explains the nexus between Gen Z communication and their choice of workplace preferences. Gen Z qualities such as digital proficiency, a liking for flexible workplace settings, focus on meaningful careers, strong demands for work-life balance, and a wish for inclusive and principled organizational cultures signify their "individual" aspect of the fit model.

The "environment" aspect, in this context, pertains to various frameworks, cultures, and job positions in organizational settings. For instance, a digitally adept Gen Z worker may favor a vibrant, innovation-oriented company featuring collaborative environments and opportunities for remote work. The P-

E Fit Theory suggests that a person would feel more satisfied and engaged in a setting that aligns with their preferences—a supplementary fit regarding common values and a complementary fit concerning technological resources and adaptable policies.

Conceptual Framework



Source: Author, 2025

The conceptual framework attempts to explain the relationship between Gen Z communication patterns and their workplace preferences. From the literature review, it is evident that Gen Z communication patterns influence their work approach ultimately affecting their choices in so far as workplace dynamics are concerned. These choices eventually determine the managerial decisions that organizations would have to adopt in order to attract and retain Gen Z talent. Such decisions would shape the policy guidelines of the organization.

Methodology

The study was anchored on the quantitative research approach under the positivist philosophical worldview. Explanatory research design was adopted whereas stratified and simple random sampling techniques guided the process of respondents' identification. The study population comprised of 4,045 undergraduate finalists in five selected schools from where respondents were selected. The sample size of the study was 364 respondents computed using Yamane's (1967) formula. Data was collected using a structured questionnaire. The information obtained was analyzed using both descriptive and inferential statistics. Correlation and multiple regression models were used to test the research hypothesis.

Findings and Discussion

Response Rate

The research collected data from 364 participants who are final-year undergraduates from selected schools at Moi University in Kenya through a structured questionnaire. A sum of 276 were gathered, and 268 questionnaires were completely filled out, which satisfied the set criteria for analysis. This suggested a response rate of 73.6%. Out of the 8 that failed to meet the necessary standards, 5 were incomplete, and 3 respondents indicated they were not Gen Zs, making them irrelevant for the study's objectives. Consequently, they were excluded from the final analysis. Out of 364, the total questionnaires that were excluded from the final analysis were 96. This indicated a non-response rate of 23.4%. Nix et al. (2019) state that a response rate of 50% is sufficient, 60% is considered good, and 70% is regarded as very good. This indicates that the 73.6% response rate achieved in this research is sufficient for analysis as well as for drawing conclusions and making recommendations from the study.

Response Rate

Distributed questionnaires	Received questionnaires	Usable questionnaires	Response Rate
364	276	268	73.6

Descriptive Analysis of the Study

This subsection displays the results obtained from examining the descriptive statistics. The study highlights the main factors, which are analyzed systematically. These variables consist of the independent variable (Gen Z communication) and the dependent variable (workplace preferences) among final-year undergraduates at Moi University, Kenya. Important descriptive statistics presented consist of standard deviation, mean, and percentages. Various Gen Z communication indicators were explored using short concise statements on which respondents were asked to rate their responses on a five-point Likert scale. The results are as shown in the table below.

Descriptive Statistics on Gen Z Communication

Statements	Mean	SD
Gen Z's intensive use of social media influences their preference for digital workplace communication.	4.73	0.645
A preference for apps and smart technologies affects Gen Z's demand for tech-integrated work environments.	4.74	0.541
Gen Z's craving for instant feedback and constant assurance shapes their preference for continuous performance reviews and feedback mechanisms.	4.41	0.823

Despite digital preferences, Gen Zs still value face-to-face communication in collaborative work settings.	3.53	1.258
Aggregate Mean and Std. Dev	4.35	0.817

The findings show that most respondents (mean = 4.73) strongly concurred that Gen Z's heavy reliance on social media greatly affects their preference for communication in a digital workplace. The differences in responses were slight, as shown by a standard deviation of 0.645. This indicates that a significant number of Gen Z workers prefer digital communication channels like instant messaging, video calls, and online collaborative tools rather than conventional communication methods. The results align with Prensky's (2018) observation that digital natives favor technology-based interactions because of their extensive early exposure to social media and digital devices.

Additional findings reveal that Gen Z's inclination towards applications and smart technologies influences their desire for tech-integrated workplaces, yielding a mean score of 4.74 and a standard deviation of 0.541. The small standard deviation indicates a solid concurrence among participants regarding the need to incorporate advanced technology in the workplace to meet Gen Z's expectations. These results suggest that organizations aiming to attract and retain Gen Z employees should focus on implementing cutting-edge workplace technologies, including AI-powered productivity tools, cloud-based collaboration platforms, and mobile-compatible work arrangements. As stated by Bencsik, Horvath-Csikos, and Juhasz (2019), companies that use technology to enhance smooth digital interactions and workflows are more likely to see higher engagement and productivity from Gen Z workers.

Moreover, the results indicate that Generation Z's desire for immediate feedback and ongoing reassurance influences their need for regular performance evaluations and feedback systems, demonstrated by a mean score of 4.41 and a standard deviation of 0.823. The comparatively greater standard deviation in relation to other responses indicates a degree of variability in preferences for feedback frequency. Nonetheless, the general consensus reveals that Gen Zs appreciate frequent performance conversations and immediate feedback to improve their work experience. These results correspond with studies by Meister and Willyerd (2020), who highlighted that Gen Z excels in settings where performance feedback is prompt and helpful, promoting a culture of continuous learning and enhancement.

The results also indicate that although Gen Zs prefer digital interactions, they still appreciate in-person communication in collaborative environments, achieving a mean score of 3.53 and a standard deviation of 1.258. The comparatively greater standard deviation indicates varied viewpoints on this matter, demonstrating that although digital communication prevails, face-to-face interactions still hold significance, especially in collaborative and problem-solving contexts. This discovery aligns with Twenge's (2017) research, which established that although Gen Z is adept with technology, they still value face-to-face conversations in contexts that demand profound collaboration and emotional bonds. The results collectively suggest that digital communication platforms, technology-enhanced work environments, and ongoing feedback systems are essential for engaging and retaining Gen Z employees.

Correlation Analysis

This section provides results on the correlation analysis between the independent and dependent variables. Pearson's product-moment correlation coefficient was used to compute the correlations between the independent variable (Gen Z communication) and the dependent variable (workplace preferences). The findings are shown in the table below.

Summary of Pearson's Correlations

		Gen Z Communication	Gen Z Workplace preferences
Gen Z Communication	Pearson Correlation	1	
	Sig. (2-tailed)	.000	
	N	268	
			1
Gen Z Workplace preferences	Pearson Correlation	.190**	
	Sig. (2-tailed)	.000	.000
	N	268	268

**. Correlation is significant at the 0.01 level (2-tailed).

The results show that Gen Z Communication ($r = .190^{**}$, $p = .000$, $n = 268$) have a weak but statistically significant positive correlation with workplace preferences. This suggests that Gen Z workplace preferences are influenced by their communication patterns, implying that organizations that align their workplace dynamics with these patterns may attract and retain Gen Z talent.

Hypotheses Testing

In this study hypothesis testing was done through inferential analysis using a linear regression model to establish the statistical relationship between Gen Z communication and workplace preferences. The main aspects covered herein include, the model summary, the ANOVA tests and the regression coefficients. The inferential results are presented below.

Model Summary for Gen Z Communication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.190 ^a	.036	.032	.56718

a. Predictors: (Constant), Gen Z Communication

As shown in the model summary the adjusted R² value for the model is 0.032. This indicates that Gen Z communication explains approximately 3.2% of the variation in workplace preferences. While this percentage is relatively low, it suggests that Gen Z Communication plays a useful role in shaping workplace preferences.

ANOVA for Z Communication

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.188	1	3.188	9.909	.002 ^b
	Residual	85.570	266	.322		
	Total	88.757	267			

a. Dependent Variable: workplace preferences

b. Predictors: (Constant), Gen Z Communication

The ANOVA results show that the F-statistic for the model is 9.909, with a p-value of 0.002 (< 0.05). This indicates that the model is statistically significant, meaning that Gen Z Communication significantly influences workplace preferences. These findings are consistent with studies by Johnson & Ng (2016), which highlighted that digital communication preferences among younger employees shape their work engagement and interactions in professional settings.

Coefficients for Gen Z Communication

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.457	.278		12.442	.000
	Gen Z Communication	.194	.062	.190	3.148	.002

a. Dependent Variable: workplace preferences

The regression coefficients, as shown indicate that the constant value is 3.457. This implies that if Gen Z communication and other factors are held constant, workplace preferences would still exist at a baseline level of 3.457. The Beta coefficient for Gen Z communication is 0.194, with a standardized coefficient of 0.190. This means that a unit increase in Gen Z communication results in a 19.0% increase in workplace preferences. The p-value for Gen Z communication is 0.002, which is below the 0.05 threshold, confirming a significant and positive relationship between Gen Z communication and workplace preferences.

Based on these findings, the null hypothesis (HO1) is rejected, affirming that Gen Z Communication has a significant influence on workplace preferences. These results align with prior research by Myers & Sadaghiani (2010), who found that Gen Z employees prefer digital-first communication and collaborative work environments, impacting their overall job satisfaction and productivity.

Conclusion

In conclusion, it is evident that Gen Z communication is significant in driving what Gen Zs seek in a workplace. Organizations hoping to attract and retain this generation should recognize and adapt to their communication patterns moving beyond traditional approaches to embracing environments that resonate with Gen Z's unique communication attributes.

Implications

Policy makers in education and employment sectors could utilize the findings of this study to develop policies and guidelines that support the integration of Gen Z into the workforce. This includes promoting learning spaces and workplace environments that align with Gen Z communication patterns.

This study contributes to the body of knowledge on generational studies and workplace preferences. Further research could explore other factors influencing workplace preferences beyond the scope of this study.

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