ČESKÉ VYSOKÉ UČENÍ TECHNICKÉ V PRAZE

MASARYKŮV ÚSTAV VYŠŠÍCH STUDIÍ

BACHELOR WORK

GENERATION „Z ": Cultural Values and Attitudes toward Work in Multicultural Environment

2023

Petr Plass

Studijní program: Ekonomika a management

Vedoucí práce: doc. Galina Ostapenko, CSc.

ZADÁNÍ BAKALÁŘSKÉ PRÁCE

I. OSOBNÍ A STUDIJNÍ ÚDAJE

Příjmení: **Plass**   Jméno: **Petr**   Osobní číslo: **499771**

Fakulta/ústav: **Masarykův ústav vyšších studií**

Zadávající katedra/ústav: **Institut manažerských studií**

Studijní program: **Ekonomika a management**

II. ÚDAJE K BAKALÁŘSKÉ PRÁCI

Název bakalářské práce:

Generace Z: kulturní hodnoty a přístup k práci v multikulturním prostředí.

Název bakalářské práce anglicky:

Generation Z: Cultural Values and Attitudes toward Work in Multicultural Environment.

Pokyny pro vypracování:

Cílem práce je prozkoumat hodnoty a postoje k práci Gen Z v různých zemích a zjistit, jak hlavní kulturní hodnoty ovlivňují pracovní hodnoty se zaměřením na mezikulturní komunikaci v podnikání; na základě získaných charakteristik vypracovat praktická doporučení pro efektivní komunikaci a práci v multikulturním kolektivu. Osnova: 1. Úvod. 2. Teoretická část: Mezikulturní dimenze v obchodní komunikaci; Kulturní hodnoty a postoje k práci Gen Z v různých národních kulturách; Mezikulturní kompetence Gen Z a připravenost pracovat v mezinárodním kolektivu. 3. Praktická část: 1) Prozkoumat postoj představitelů generace Z k různým aspektům mezikulturní interakce; 2) Identifikovat hlavní motivátory a společné kulturní rysy a rysy chování Gen Z různých národů pro práci v multikulturním prostředí;3) představit praktická doporučení pro efektivní komunikaci v multikulturním kolektivu a také praktická doporučení manažerům nadnárodních týmů. Metoda: rozhovor, případová studie, online dotazník, statistické metody.

Seznam doporučené literatury:

Stillman,David & Stillman,Johan ,(2017). Gen Z @ Work: How the Next Generation Is Transforming the Workplace. Publisher: HarperBus (April2017).Hardcover, 320 pages.ISBN-10:9780062475442
Deloitte. (2021). The Deloitte Global 2021 Millennial and Gen Z survey.
https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html
Smith,Christopher, Halinski, Michael, & Gover, Laura (2018). Generational Differences in the Importance, Availability, and Influence of Work Values: Public Service Perspective. Canad. Journ of Administr. Sciences , doi:10.1002/cjas.1485

Jméno a pracoviště vedoucí(ho) bakalářské práce:

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Jméno a pracoviště druhé(ho) vedoucí(ho) nebo konzultanta(ky) bakalářské práce:

Datum zadání bakalářské práce: **09.12.2022**   Termín odevzdání bakalářské práce: **30.08.2023**

Platnost zadání bakalářské práce: _____

doc. Galina Ostapenko, CSc.	Ing. Dagmar Skokanová, Ph.D.	prof. PhDr. Vladimíra Dvořáková, CSc.
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III. PŘEVZETÍ ZADÁNÍ

Student bere na vědomí, že je povinen vypracovat bakalářskou práci samostatně, bez cizí pomoci, s výjimkou poskytnutých konzultací. Seznam použité literatury, jiných pramenů a jmen konzultantů je třeba uvést v bakalářské práci.

Datum převzetí zadání	Podpis studenta

**MASARYKŮV ÚSTAV
VYŠŠÍCH STUDIÍ
ČVUT V PRAZE**

Prohlášení

Prohlašuji, že jsem svou bakalářskou práci vypracoval(a) samostatně. Dále prohlašuji, že jsem všechny použité zdroje správně a úplně citoval(a) a uvádím je v přiloženém seznamu použité literatury.

Nemám závažný důvod proti zpřístupňování této závěrečné práce v souladu se zákonem č. 121/2000 Sb., o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) v platném znění.

V Praze dne: 17.8.2023   Podpis:

Abstract

This bachelor study seeks to explore the values and attitudes of Generation Z (Gen Z) towards work and life in four distinct countries: the Czech Republic, France, Germany, and Mexico. Utilizing a meticulously designed set of 16 questions, the research aims to pinpoint both commonalities and variances in Gen Z's viewpoints across these regions.

The initial segment of research questions delves into discerning the fundamental characteristics and intrinsic values of Gen Z. The study further strives to comprehend what facets Gen Z cherishes most about their generational identity. Analyzing these elements will provide a holistic understanding of Gen Z's self-perception and aspirations, paving the way for a profound examination of their professional demeanour.

The subsequent segment of questions revolves around Gen Z's stance on employment and their anticipations from potential employers. This segment probes into Gen Z's preferred modes of communication, their ease with teamwork versus individual tasks, and the principles they desire in their prospective work environments and leaders. The objective is to illuminate the distinctions between Gen Z's attitudes and those of antecedent generations, and to decipher their professional aspirations.

A pivotal section of the study is dedicated to scrutinizing Gen Z's views on flexibility and diversity within professional settings. The research evaluates their comfort with conventional office structures in comparison to remote workspaces and contemplates the pros and cons of telecommuting. Moreover, the study delves into whether Gen Z has a proclivity towards multicultural work environments, signifying their inclination for diversity and inclusiveness.

To validate these propositions and extract valuable conclusions, three hypotheses have been formulated. Hypothesis 1 suggests that Gen Z has a predilection for individual tasks or digital communication over direct interactions. Hypothesis 2 postulates that a significant majority, exceeding 70% of Gen Z respondents, showcase a preference for remote employment. Hypothesis 3 speculates that most of Gen Z views their generation as diverse and ardently pursues roles in multicultural contexts.

The relevance of these hypotheses stems from their capacity to reveal pivotal nuances about Gen Z's professional preferences and tendencies. By juxtaposing these hypotheses with empirical evidence, this bachelor study aspires to enrich the discourse on Gen Z's influence on the evolving landscape of employment.

Keywords

Contents

Introduction

The attitude, values and our generation are a big question by many. So let´s talk about it first we should cover all our methods we used. As many I am using online survey the tool which is flexible for me, and I can ask as many people as I know. I spoke to our friends ask them about these questions a did survey from four countries. Each individual gave us his opinion on 21 questions. Individuals' have been selected by age and nationality. The reason for that was I need mainly Gen Z individuals. The analysis itself is comparing each country and each question, dividing and showing differences between each country and the weaknesses or strengths. The findings were interesting in many ways as so showing us what really Gen Z wants. For example, the cultural differences nowadays aren't so different then in older generations. So many of young people have same goals.

Generation Z (shortly Gen Z or Gen Zers) including the individuals born from the mid- 1990's to the late 2000's is, perhaps, the most impressionable generation there has ever been. Lane Farel in his book "Life: From Generation Z" (2019) noted that "with the constant bickering between the Millennials and older generations, a wake of confusion exists along the path of Generation Z. Amid this confusion, core values are being reinterpreted and fitted to satisfy the needs of an ever-changing society." (Farell, 2019). Several research have investigated the attitudes of Gen Z to working in a traditional office set up.
Coming from one of their most difficult and restricted years of life due to the pandemic, Gen Z is also preferring to work in a traditional office setting, although not necessarily full time. This comes as no surprise given that this is the generation that attended the first college semesters and first days in the workforce virtually. Both groups expect to spend more time in the office once restrictions are lifted, and many claim to be excited about getting back into a formal work environment" ("A call for accountability and action"(The Deloitte Global 2021 Millennial and Gen Z Survey) .

THEORETICAL PART

1 Generation Z

The Generation Z generation cannot recall a time before the 9/11 attacks and the War on Terror. Members of it were born after communism fell and lived to see China soar in the world economy. It developed in a society where information and material are more freely available and exchanged, the human genome has contributed to the expansion of human knowledge, and one-click internet purchases are commonplace. (The Deloitte Global 2021 Millennial and Gen Z Survey)

Key influential factors shaping their qualities and characteristics:

In a comprehensive study, McCrindle (2014) identified seven pivotal categories that are shaping Generation Z. The Demographics and life expectancy of this generation suggest they will outlive their predecessors, a shift that is poised to reshape the western job market, economy, and the dynamics of pensions, especially considering the changing ratio of employees to retirees. Diving into the Aspects of the current generation, it's evident that, unlike their forebears, they have been immersed in a wealth of formal educational stimuli, enriched materials, and the omnipresence of modern technology. This leads to the undeniable fact of their Technology affinity; they are a generation born and bred in the digital age, relying on technology in virtually every facet of their lives. On a global scale, they are the pioneering Global generation, making their mark by significantly influencing consumer culture across various domains, be it food, fashion, culture, or the ways they communicate and establish connections, not to mention their impact on entrepreneurship and economics. Their Information needs have also evolved; they exhibit a clear preference for visual over textual content, leaning heavily on symbols, graphics, and digital platforms, often choosing websites over traditional books. When it comes to Education, the old boundaries have dissolved; for them, learning is an ever-ongoing process, unconfined by age or traditional settings, with mobile devices being their constant companions in this educational journey. Lastly, there have been profound social changes; their concept of friendships has expanded, heavily influenced by social networks, leading to a surge in digital international relationships, breaking the barriers once thought insurmountable. (McCrindle2014)

1.1 Key influential factors shaping their qualities and haracteristics:

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2 Cultural dimensions

In this regard, a number of scholars have steadily tried to pinpoint cultural dimensions; among them, Trompenaars (1993)'s classification is regarded as one of the most important. These problems are divided into three basic relational situations by this classification:

• Relationship to other people.

• Relationship to time.

• Relationship to nature.

Other cultural features can be found within these dimensions, and based on them, it is quite simple to infer not just probable and expected behavioral patterns but also specific recommendations for improving mutual understanding, communication, and cooperation.

In addition to the above-mentioned cultural dimensions, it is important to note the so-called **cultural standards**, which have somewhat distinct meanings and informative value. Cultural standards are a methodological instrument that characterizes some of the most specific aspects of the methods of reasoning, social behavior, and working actions of employees from various national cultures. Realizing that each companion is concurrently in multiple social situations and must take into consideration multiple factors makes any interaction between two members of different cultures extremely challenging.

- The culture and cultural norms of one's own/domestic culture,
- The culture or cultural norms of the other host nation (partner, proprietor, investor); Reflecting the cultural diversity of an individual.
- The cultural expertise of this individual.

Following that, problems typically arise as a result of a lack of knowledge of the true behavior of both parties, resulting from different cognitive processes, behaviors, and managerial styles. The situation will continue until everyone concerned gets to know one another and understands more about the peculiar elements of each other's cultures.

Therefore, it is essential to improve our knowledge of both our own and other cultures' cultural norms, their impact on particular behaviors, and our resulting capacity to accurately perceive, interpret, assess, and appropriately navigate shared social circumstances with a certain level of tolerance. This will help to reduce instances of miscommunication and the resulting negative encounters, emotions, and issues.

Under these circumstances, the progressive elimination of cultural perspectives might occur, preventing them from causing misunderstandings among individuals and impeding potential collaborations.

(Petříková, R. 2008).

2.1 Cultural dimensions by Erin Meyer

In an increasingly globalized business landscape, the significance of comprehending cultural disparities cannot be overstated. Erin Meyer, a renowned authority in the field of cross-cultural management, has developed a comprehensive framework called The Culture Map, which comprises eight distinct dimensions that elucidate the range of cultural variations in terms of values. These dimensions offer valuable insights into the ways in which various cultures engage in negotiation, leadership, and communication. (Yongkoo Park. 2018)

2.1.1 Communication Scale (Low Context to High Context):

Different cultural contexts demand various degrees of communication context. High-context cultures, like China, demand a grasp of the context, whereas low-context cultures, like the United States, favor simplicity and clarity.

2.1.2 Evaluation Scale (Direct and Indirect Negative Feedback):

The way that different cultures offer criticism varies. While some people prefer to be straightforward and honest, others choose to be diplomatic and courteous.

2.1.3 Persuasive Scale (Principles-first vs. Applications-first):

Some cultures place a higher priority on comprehending principles than applications, while others place more importance on the specifics. How you persuade or convince people from various backgrounds is affected by this.

2.1.4 Leading Scale (Egalitarianism vs. Hierarchy):

This scale compares the separation between superiors and deferents. Egalitarian societies favor closer ties, whereas hierarchical societies favor a wide disparity.

2.1.5 Determination of Scale (Consensual vs. Top-Down):

Different cultures have different ways of making decisions; some desire unanimity (consensual decision-making), while others rely on high-level management judgment (top-down).

2.1.6 Scale of Trust (Relationship-Oriented vs. Task-Oriented):

Task-oriented activities or activities that foster relationships, such as shared meals and visits, can both be used to develop trust.

2.1.7 Scale of Disagreement (Confrontational vs. Non-Confrontational):

Some cultures promote honest disagreement and discussion, while others steer clear of conflict in order to preserve peace.

2.1.8 Schedule Scale (Linear Time vs. Flexible Time):

Cultures that adhere to rigid scheduling (Linear Time) and those that emphasize flexibility and adaptation have different values when it comes to time management (flexible time).

2.1.9 Summary of Erin Meyer

The work highlights the significance of recognizing these cultural characteristics in the context of whole-system transformation and cross-cultural collaboration. It reveals how to adapt methods and approaches to unique cultural demands, assuring successful communication, feedback, persuasion, leadership, decision-making, trust-building, conflict resolution, and time management. Stakeholders may work more effectively and productively during the transformation process if they recognize and appreciate these cultural differences. (Yongkoo Park. 2018)

2.2 Cultural dimensions by Hofstede

Power distance measures how much less powerful people in a country assume that power is not distributed fairly, whereas uncertainty avoidance measures how much a culture's people feel intimidated by unclear or ambiguous situations and have developed beliefs to counteract them. (Hofstede, 2022).

There are two Power Distance-related issues that should be noted. The first is that numerous studies, including one by Hofstede himself, have found a strong correlation between individualism and power distance. Even the existence of Individualism and Power Distance as separate dimensions has been questioned by some. (See Minkov 2018, Minkov & Kaasa 2020). Though the two dimensions may have a strong empirical relationship, perhaps to the point of functional equivalence, philosophically, they capture various types of values and tendencies. Second, the GLOBE study (House et al., 2004) has demonstrated that depending on how the question is phrased, the same person may report a different Power Distance orientation. People in various cultures, particularly the U.S., report quite different preferences when asked what kind of "boss" they want to be as opposed to what kind of "boss" they want to have (e.g., want to be authoritative, suggesting high Power Distance values, but want to have a democratic supervisor suggesting low Power Distance values).According to Hofstede (2001, p. 281), masculinity-femininity refers to "the degree to which such masculine values as progress, earnings, training, and up-to-dateness vs such feminine values as the friendly atmosphere, position security, physical conditions, and cooperation are prized." In other words, this is "the degree to which values like assertiveness, performance, success, and competition prevail over values like the quality of life, maintaining warm personal relationships, service, care for the weak, and solidarity" (Hofstede, 1994). Masculine cultures emphasize material success and assertiveness; feminine cultures emphasize the quality of life, interpersonal relationships, and concerns for the weak.Minkov and Kaasa say that Masculinity-Femininity is one of Hofstede's most "disjointed" ideas (2020). Hofstede says that Masculinity-Femininity is first and foremost about how much a person values personal success and moving up instead of social harmony and close relationships. Hofstede, however, linked this dimension to gender roles and expectations by using the words "masculinity" and "femininity." He also said that men and women have different roles in societies that are more male-dominated. For example, men are expected to be more assertive and aggressive, while women are expected to be kind and caring. Masculinity-Femininity, say Minkov and Kaasa, is one of Hofstede's most "disjointed" ideas (2020) Hofstede says that the most important thing about Masculinity-Femininity is how much a person values personal success and moving up over social harmony and close relationships. Hofstede, on the other hand, used the words "masculinity" and "femininity" to link this dimension to gender roles and expectations. He also said that the roles of men and women are more different in societies that value men more than women. For instance, men are expected to be more assertive and aggressive, while women are expected to be kind and caring. This difference is less clear in places where women are given more rights (Hofstede, 2001). Because of this misunderstanding, literature often talks about masculinity and femininity in terms of gender roles and gender role differentiation, which are very different from ideals of success orientation (e.g. Lippa, 2001). House et al(2004) .'s GLOBE model breaks masculinity into two parts: the demand for achievement orientation and gender egalitarianism. Their research supports this split. "Avoidance of uncertainty" is the desire for clear rules and guidelines. Hofstede (1986, p. 308) defines it as "the degree to which people in a culture are afraid of situations they see as unstructured, vague, or unexpected, which they want to avoid by following strict rules of behavior and believing in absolute truth." When trying to explain how to avoid uncertainty, it might be hard to explain the difference between "desire for rules" and "risk-aversion." Hofstede (2001) says that people shouldn't confuse avoiding uncertainty with avoiding risk (p. 145).Long-term thinking might be the most confusing idea. Minkov et al. (2018) say that the fact that the concept has more than one name may have added to the uncertainty about it. It was first called Confucian Dynamism when it came out (Bond & Hofstede, 1989; Hofstede & Bond, 1988). If you don't know much about Confucius's ideas, the name "Confucian Dynamism" and the word "dynamism" won't help you learn

much. Confucius's teachings cover a wide range of topics, making them hard to understand even for people who have studied him in depth (Minkov et al., 2018). under roles are less different in societies that care more about women (Hofstede, 2001). Because of this misunderstanding, the literature often talks about masculinity and femininity in terms of gender roles and gender role differentiation, which are very different from ideals of success orientation (e.g. Lippa, 2001). The GLOBE model (House et al., 2004) divides masculinity into two different parts: the demand for achievement orientation and gender egalitarianism. Their findings back up this split.The desire for clear rules and guidelines is called "avoidance of uncertainty." Hofstede (1986, p. 308) defines it as "the degree to which people in a culture are afraid of situations they see as unstructured, vague, or unexpected, which they want to avoid by sticking to strict rules of behavior and believing in absolute truth." When trying to explain how to avoid uncertainty, the difference between "desire for rules" and "risk-aversion" might be hard to understand. Hofstede (2001) says that avoiding uncertainty should not be confused with avoiding risk (p. 145).Long-term orientation may be the concept that is the least clear. Minkov et al. (2018) say that the fact that the construct has more than one name may have added to the uncertainty about it. When it came out for the first time, it was called Confucian Dynamism (Bond & Hofstede, 1989; Hofstede & Bond, 1988). People who don't know much about Confucius's ideas won't learn much from the name "Confucian Dynamism," and the word "dynamism" doesn't help much either. Confucius's teachings cover a wide range of topics, so even people who have studied him in depth may find them hard to understand (Minkov et al., 2018).Indulgence vs. Restraint measures the extent to which societies allow for pleasure and self-control. Indulgent cultures might resist restrictions, while restrained ones might be more accepting. Recognizing this can aid in devising measures that resonate with societal views on pleasure and discipline(Ibanez, A., & Sisodia, G. 2020).

2.2.1 Data analysis and results
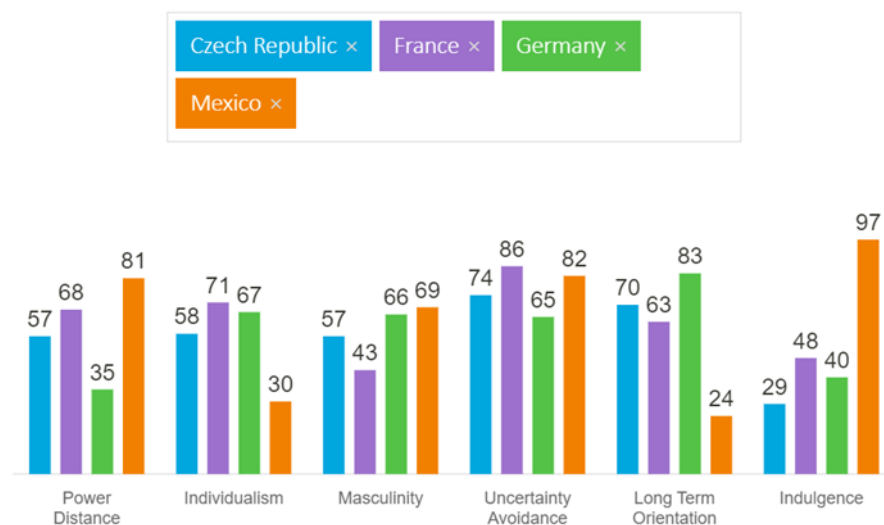
(Hofstede 2021)

2.2.1.1 Czech Republic

- **Power Distance (57):** A moderate score indicates a society that acknowledges hierarchy but also values equality to some extent.
- **Individualism (58):** This score suggests a balance between individualistic and collectivist values.
- **Masculinity (57):** A balanced approach to competition and cooperation, neither highly masculine nor feminine.

- **Uncertainty Avoidance (74):** A preference for rules and structured environments, showing a resistance to ambiguity.
- **Long Term Orientation (70):** A focus on future rewards, thrift, and perseverance.
- **Indulgence (29):** A tendency towards restraint and regulation of desires and impulses.
  (Hofstede 2021)

2.2.1.2   France
- **Power Distance (68):** A higher acceptance of unequal power distribution.
- **Individualism (71):** A more individualistic society valuing personal freedom and achievement.
- **Masculinity (43):** A more balanced or feminine approach to competition and cooperation.
- **Uncertainty Avoidance (86):** A strong preference for rules and structured environments.
- **Long Term Orientation (63):** A focus on future rewards but not as pronounced as in the Czech Republic.
- **Indulgence (48):** A moderate approach to indulgence and restraint.
  (Hofstede 2021)

2.2.1.3   Mexico
- **Power Distance (81):** A high acceptance of power inequalities and hierarchical structures.
- **Individualism (30):** A more collectivist society, emphasizing family and group cohesion.
- **Masculinity (69):** A more masculine society, valuing competition and achievement.
- **Uncertainty Avoidance (82):** A strong preference for rules and avoiding ambiguity.
- **Long Term Orientation (24):** A focus on the present or short-term goals.
- **Indulgence (97):** A strong tendency towards indulgence and enjoyment of life.
  (Hofstede 2021)

2.2.1.4   Germany
- **Power Distance (35):** A low score indicating a preference for equality and decentralization of power.
- **Individualism (67):** A more individualistic society, similar to France.
- **Masculinity (66):** A more masculine society, valuing competition and success.
- **Uncertainty Avoidance (65):** A moderate approach to rules and structure.
- **Long Term Orientation (83):** A strong focus on long-term planning and future rewards.
- **Indulgence (40):** A moderate approach to indulgence and restraint
  (Hofstede 2021)

2.2.2   Critique of Hofstede

Hofstede's work on cultural dimensions has been a cornerstone in understanding behavioral differences between nations. However, it has not been without its critics. K. Fatehi, J. Priestley, and Gita Taasoobshirazi, in their work "The expanded view of individualism and collectivism: One, two, or four dimensions?", highlight some inconsistencies in Hofstede's categorizations. For instance, they point out the shifting classification of Japan, which was labeled as individualistic in one edition and moderately collectivistic in another. This raises questions about the reliability of such categorizations. Moreover, they delve into the dichotomy between values and practices in most cultures, emphasizing the significant difference in the "Power Distance" dimension (Fatehi, Priestley, & Taasoobshirazi).

This critique is not isolated. The study of cultural factors as an explanation for behavioral differences between nations has been termed as "perhaps the predominate explanation" (Williamson, 2001). Yet, several scholars have expressed reservations. Bhimani (1999), Harrison and McKinnon (1999), Redding (1994), McSweeney (2002), and Signorini et al. (2009) have all raised concerns about the approach. Among the most vocal critics is Peter Smith, who underscores the limitations of the quantitative, normative aspect of such research. He states, "If we compare culture A and culture B on any trait, the mean scores that we acquire will tell us nothing about variability within each nation, nor will it tell us if the specific individuals whom we selected are typical or atypical of that culture" (Smith, 2002, pp. 122-3). Interestingly, Hofstede himself has advised caution, noting that his work primarily examines broad populations and not individual people, thereby warning against ideographic interpretations (Hofstede, 2001; Signorini et al., 2009).

3 Work Values of Generation Z

3.1 Resilience and Attitudes During Crisis

Generation Z has been shown to be less tough than Generation X, especially during the COVID-19 global crisis.(Harari et al., 2022). This lack of adaptability may be a sign of a generation that was raised in a world that was changing quickly and had to deal with particular difficulties and uncertainties. The greater levels of self-improvement and openness to change among Gen Z, however, indicate a readiness to alter and advance in response to novel circumstances. Despite the crisis's substantial effects, Gen Z's basic values generally stayed the same, although they demonstrated a favorable attitude toward flexible learning and hybrid job arrangements. This is representative of a generation that emphasizes adaptation, flexibility, and the use of technology both in the classroom and at business. (Harari et al., 2022).

3.2 Utilizing Technology to Understand Cultural Values

Yavuz (2022) explored the cultural values of Gen Z using cutting-edge technologies, such as deep learning, machine learning, and data mining approaches. This cutting-edge strategy highlights how difficult it is to comprehend a generation that is closely entwined with technology. Although the precise results were not included in the abstract, the methodology itself illustrates how at ease and involved Gen Z is with technological platforms and tools. Additionally, it implies that conventional approaches to cultural research may need to change in order to adequately capture the intricacies of this generation of digital natives.(Yavuz, 2022).

3.3 Work Performance and Interpersonal Communication

Przybyszewska's (2022) Studying how immigrants perceive interpersonal interactions and job performance might shed light on Gen Z's more general cultural beliefs. The study underscores how crucial it is to understand and accommodate cultural norms and rules in the workplace. This may be indicative of a more general tendency among Gen Z, where being able to comprehend and adjust to various cultural settings is a crucial component of their work mindset. The research also emphasizes the difficulties and potential of cultural adaptation, arguing that Gen Z's capacity to negotiate cultural differences may be a crucial competency in an increasingly globally connected workforce.(Przybyszewska, 2022).

3.4 Work Values and Personality Dimensions

Gen Z employees' engagement and contentment in the job appear to be significantly influenced by the compatibility of their personal and professional ideals.(Singh et al., 2022). Finding job that aligns with one's personal views and values appears to be highly valued by this generation. According to the study, work values serve as a mediator between personality traits and engagement, suggesting that Gen Z may look for workplaces that support personal expression and moral alignment. This could have an impact on this generation's recruiting, retention, and management tactics.(Singh et al., 2022).

3.5 Intercultural Competence of Gen Z and Readiness to Work in an International Team

Multicultural workplaces are where Gen Zers are most likely to find employment. Generation Z is accustomed to diversity in daily life, therefore it is not a significant barrier for them in the workplace. On the other hand, they have concerns about equality that supervisors and coworkers from other generations ought to take into account (Lanier, 2017).

Researchers from many nations have continuously tried to understand how Generation Z behaves at work. The universal constancy of their views and aspirations, regardless of geographical variances, is a startling finding. According to The Wall Street Journal (2018), Gen Zers are frequently characterised as realistic people who are motivated by a need for financial stability. Positive corporate cultures and a desire for flexibility in their professional responsibilities also have an impact on their motivation (Deloitte, 2018).The pursuit of careers inspired by enthusiasm is one of this generation's distinguishing traits. They actively look for jobs that fit their particular interests while also stressing the value of a healthy work-life balance (Bencsik et al., 2016)

Country-specific works provide unique insights into their attitudes towards the workplace.
For example, Gen Zers in Romania approach their future professions with realistic expectations and plan to start off with starting salaries that are comparable to the national average (Iorgulescu, 2016). This generation in Poland emphasises thorough planning and helpful criticism, demonstrating their practical attitude to career success (Dolot, 2018). According to Kirchmayer, Z. and Fratriová, J. (2017, 2018), engrossing work, material rewards, and a sense of success are what motivate Slovakia's Gen Zers. Interestingly, particularly the Czech representatives, have a unique relationship with Information and Communication Technology (ICT). Growing up in an era dominated by digital advancements, they are inherently tech-savvy. While they heavily rely on ICT in their daily lives for entertainment and social interactions, it's their approach to professional contexts that stands out. Surprisingly, Czech Gen Zers show a preference for direct, face-to-face communication in professional settings. This preference underscores their value for genuine human interactions, even as they navigate a digital world.
However, their use of ICT isn't just limited to leisure. They actively harness digital platforms for self-improvement and knowledge acquisition. The term "developing skills" encapsulates their proactive approach to learning. They tap into the vast online resources, from tutorials and online courses to forums, to enhance their competencies. This continuous self-empowerment and adaptability highlight their drive to evolve in tandem with the rapidly changing digital landscape around them (Kubátová, 2016). Innovative strategies are being investigated in the field of education to meet the specific needs of Gen Z. Ballesteros et al. (2022) delved into the potential of disruptive training methods (DTM) for equipping Gen Z students with essential intergenerational and intercultural employment skills. Their research underscores the adaptability of traditional educational frameworks to meet Gen Z's unique requirements. At the same time, they stress the pivotal role of innovative educational strategies in readying students to tackle cross-cultural challenges. In the context of a globalized workforce, intercultural competence is increasingly recognized as a vital skill. As Lifintsev, D., Fleseriu, C., & Wellbrock, W. (2019) point out, for effective collaboration in global teams, it's imperative for Generation Z to adeptly navigate diverse cultural landscapes.

3.6 Comparison two generations in work values and attitudes

Generation Z, often referred to as the post-Millennial generation, has been characterized in various ways by different researchers. According to Wood (2013), GenZ and GenY share characteristics, particularly their propensity for utilising cutting-edge technologies in a globalised environment. Singh (2016) makes a contrast, pointing out that GenZ, having grown up in the social media era, has a deeper affinity for technology. This absorption in the digital world might have decreased their young children's opportunities for play and real-world socialisation. Although GenZ and GenY have certain parallels,

Tulgan (2013) emphasizes that GenZ is going through a more noticeable generational transformation in the workplace. Low birth rates and a power dynamic that has shifted from the employer to the employee are two factors that contribute to this shift. Tulgan refers to GenZ as the "Do-It-Yourself" generation, which is distinguished by an open and honest communication approach. Hechl (2017) resents a positive image of GenZ as being entrepreneurial, open-minded, and reliable while also pointing out that they are less motivated by material things like money. Iorgulescu (2016) contends that GenZ differs from earlier generations in that they place less significance on teamwork and clearly prefer individual work. GenZ is portrayed as impatient, self-directed, and materialistic in Kinetics (2017), which attributes their noticeably short attention span to their technological upbringing. The environmental concern of GenZ is emphasized by authors like Mihelich (2013) and Dabija, Bejan, and Dinu (2019) , a sentiment that is shared by groups like "Fridays for Future." A 2019 German study examines the mentality of GenZ and finds a strong propensity for family togetherness as a result of their ties with technology. Health, freedom, family, justice, and friendship are their top priorities. In order to effectively address generational inequalities, Rynes (2012) emphasizes the growing necessity to close the gap between science and practice in occupational psychology. The shift from GenY to GenZ is referred to by Singh (2014) as the "greatest generational shift the workplace has ever seen," highlighting the difficulties it presents for organizational leaders and HR specialists. Despite the difficulties, Vatanparast (2018) observation that GenZ prefers organized work environments and their unique communication style, which is strongly affected by social media, provide insights into how to effectively manage this new generation.

3.6.1   "Understanding Generation Z in evolving workplace perceptions"

In their publication in Procedia Economics and Finance, Volume 26, Ozkan and Solmaz (2015) undertook a research study that explores the changing viewpoints of Generation Z in relation to the domain of work. The researchers' objective was to get insight into the distinct perceptions and expectations that university students possess regarding the profession. The findings of this study provide valuable insights into the changing dynamics of employee attitudes and the potential consequences for future work settings.

•   Technology Usage: Both Generation Z (77%) and Generation Y (81%) exhibit a strong preference for using technology to facilitate their objectives. This shared inclination reflects a generational shift towards embracing digital tools in various aspects of work, from communication to problem-solving. It underscores the importance of technological literacy and adaptability in modern workplaces.
•   Hands-On Engagement: Both generations show a significant inclination for actively engaging in hands-on experiences. This may indicate a desire for practical, tangible involvement in projects and a preference for learning by doing. It reflects a shared value for experiential learning and direct participation in tasks.
•   Work Environment Preferences: Generation Y seems to have a greater inclination for a conventional workplace environment, valuing stability and structure. In contrast, Generation Z's propensity for co-working spaces and home offices may reflect a desire for more flexible and dynamic work arrangements. This difference may be attributed to Generation Z's comfort with technology and a changing perspective on what constitutes a productive work environment.
•   Autonomy vs. Collaboration: Generation Y values autonomy, appreciating the ability to exercise control over their professional responsibilities. This may reflect a desire for independence and self-direction. Conversely, Generation Z's proclivity for valuing joint endeavors and peer engagement may stem from their adeptness in using technology to foster networking and social connections. This highlights a more collaborative and community-oriented approach to work.
•   Location and Customization: Generation Y's interest in the geographical setting of their employment may indicate a concern with accessibility, community, and local culture. Generation Z, on

the other hand, tends to prioritize the customization of their immediate work surroundings, reflecting a desire to create a personalized and comfortable workspace. These preferences may reveal differing attitudes towards work-life balance and individual expression.

• Management Implications: The text emphasizes that managers must adapt to technological developments and create work environments that balance autonomy and cooperation. This involves recognizing and accommodating the diverse needs of different generations, extending flexible work arrangements, and fostering a sense of belonging. It's a call for a more nuanced and empathetic approach to management that aligns with the evolving expectations of the modern workforce.

• Individual Variation: The acknowledgment that generational patterns may not apply universally is a reminder that individual tastes and behaviors can vary significantly. It emphasizes the importance of not overgeneralizing based on age and recognizing the unique characteristics and needs of each employee. This perspective encourages a more personalized and inclusive approach to management, recognizing that one size does not fit all. (Özkan, M., & Yilmaz, B. (2015).

PRACTICAL PART
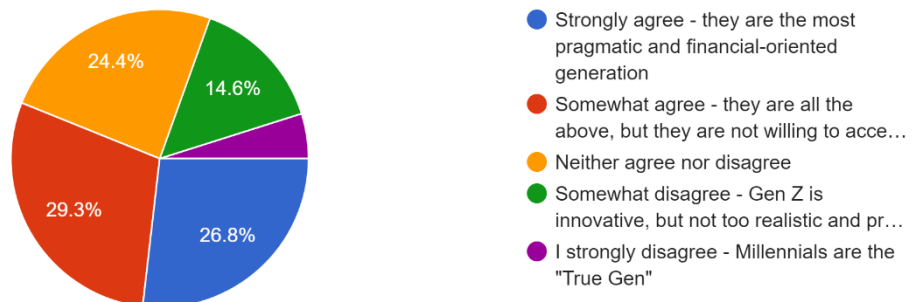
4 Method used and data collection.

The primary methodological tool I employed to test the hypotheses was an online survey. Initially designed with 21 questions, I refined and streamlined the survey to comprise 16 questions to ensure clarity and relevance. The survey targeted young individuals born between 1997 and 2012, fitting the criteria of Generation Z representatives. Participants from various countries, including the Czech Republic, Germany, Mexico, and France, took part in the online survey. The data collection spanned from the end of November 2022 to mid-December 2022.

To gather responses, I reached out to friends, colleagues, and schoolmates, sharing the questionnaire link via platforms like MS Teams, Facebook, WhatsApp, Discord, Outlook, and Instagram. The survey incorporated multiple-choice questions and utilized a Likert-type scale. After obtaining the desired number of answers from each country (Czech Republic, Germany, France, and Mexico) and the general questionnaire, I began analyzing the results. I compared the similarities and differences between the responses from each country, leading to intriguing data findings.

4.1 Introduction questions

Q.1. Do you agree that Gen Z is innovative, realistic, and pragmatic compared with previous Gen X and Millennials? (One answer)

41 responses

- Strongly agree - they are the most pragmatic and financial-oriented generation
- Somewhat agree - they are all the above, but they are not willing to acce…
- Neither agree nor disagree
- Somewhat disagree - Gen Z is innovative, but not too realistic and pr…
- I strongly disagree - Millennials are the "True Gen"

- Gen Z's Capabilities for Innovation: The majority of respondents believe, either slightly or strongly, that this generation is capable of innovation. This impression may be the result of the generation's exposure to quick technology breakthroughs, flexibility, and propensity to look for novel and unusual solutions.

- Realism and pragmatism are a contentious topic. Opinions on Gen Z's realism and pragmatism differ. Some see Gen Z as practical and financially savvy, which may be a reflection of their upbringing through periods of economic unpredictability and technological change. Others believe that this generation is maybe too idealistic, which may be due to more access to information and idealized depictions of success on social media.

- Concerns about Diverse Points of View: It's intriguing to hear that Gen Z may not be open to accepting other points of view. This may be a sign of social anxiety about echo chambers and polarization, where people may get entrenched in their opinions.

- Nostalgia and the Defense of Previous Generations: The disagreements that are either slightly or vehemently expressed may be interpreted as a defense of earlier generations. The

22

designation of Millennials as the "True Gen" conveys a sense of pride or nostalgia for certain traits, maybe viewing them as better balanced or having conquered particular difficulties that Gen Z has not had to confront.

- Ambivalence and Complexity: The comparison between generations is complicated, as evidenced by the fact that a sizable portion of respondents expressed neither agreement nor disagreement. Direct comparisons can be difficult because each generation is influenced by certain circumstances, as people may be aware of. Additionally, they might not want to generalize about entire generations.

- Potential Influences and Biases: It is important to take into account the respondents' demographics since the respondents' generation, experiences, and exposure to certain generational traits may have a significant impact on their opinions. Deeper insights into these findings may be obtained by comprehending the setting in which the question was asked as well as the backgrounds of the respondents.

- The workplace and society's repercussions The way various generations are treated in contexts like marketing, education, or work may be impacted by these attitudes. In order to create tactics that appeal to different generations or bridge generational gaps, it may be essential to recognize and comprehend their viewpoints.

- Finally, the replies' wide ranges reveal a complex interaction of variables, such as individual experiences, social trends, and perhaps the effect of media and cultural narratives. These viewpoints demonstrate the many ways in which people perceive and group generational identities by presenting a comprehensive picture of generational traits and possible biases.

Q.2. Which of these distinctive characteristics of Gen Z do you value the most? (Multiple)
41 responses
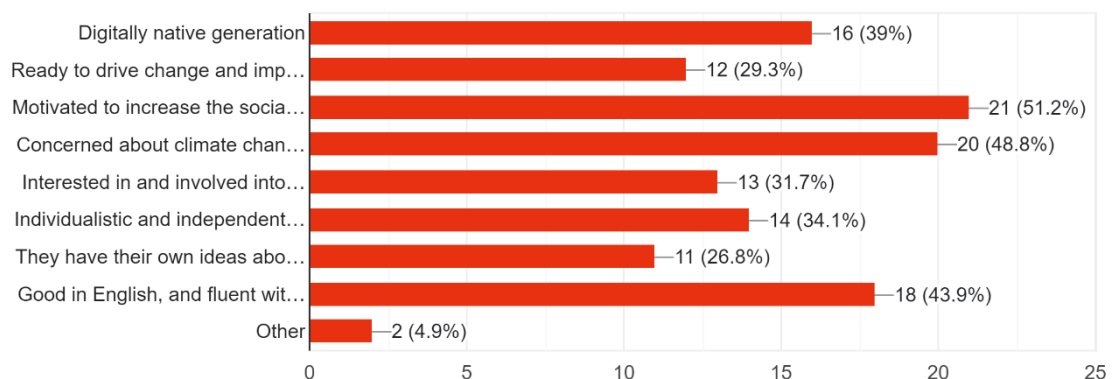
The replies offered emphasize important traits that individuals find appealing in Generation Z. Being a digital native, being prepared to lead change, and participating in societal advancement are a few of them. Political engagement, individualistic thought, and environmental concern are also strongly represented.

The idea of blending conventional ideals with contemporary talents recurs frequently. Gen Z is thought to be driven to make the world a better place and actively participate in social issues while yet retaining their own uniqueness and freedom. Language fluency and the capacity to express thoughts about career goals show that they have a global perspective.

These principles show a generation that is prepared to use technology, deal with difficult societal issues, and carve their own path with a strong sense of responsibility and independence.

Q.19. Work experience

●	1 - 4 years
●	5 - 9 years
●	I only begin
●	I do not work
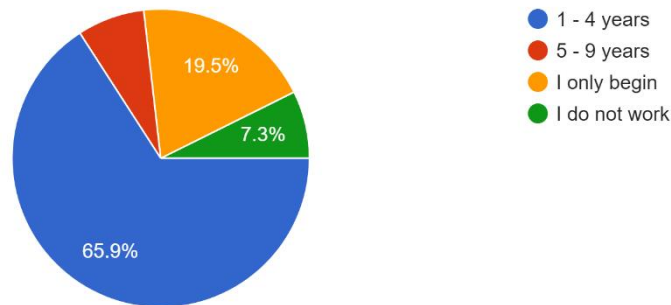
Being the most recent generation to enter work, Generation Z naturally displays patterns that represent their age and stage in professional life. 66% of the population, or the majority, have 1-4 years of experience. This falls within Gen Z's age range, many of whom are just starting their careers after graduating from colleges or universities or changing from part-time or internship jobs to full-time jobs.

20% of people are just starting their professional lives. Those in this group could be those who have just graduated, are interns, or are in temporary positions. They represent the newest wave of talent, and their "I only begin" status reflects the first steps they are taking in the vast world of employment.

The older end of Gen Z is probably represented by the smaller 7% of those with 5 to 9 years of experience. These people would have begun their careers earlier, perhaps immediately following high school or during their college years, giving them a head start in gaining professional experience.

Last but not least, it's possible that the 7% of respondents who said they don't work are still in school, taking time off, concentrating on their own businesses, or taking other unconventional career paths. The dynamic nature of the workplace, the gig economy, as well as individual preferences and life circumstances, may have an impact on their decisions.

In conclusion, the data portray a generation that is primarily in the early stages of their careers, with a mix of zeal, exploration, and adaptability to the changing dynamics of the professional world.

Q.20. What is the size of the company you work or want to work? (One)

Legend:
- Sole trader (individual and self-employed)
- 5-20 employees
- 21-99 employees
- 100-500 employees
- 500 and more
- International Corporation

Pie chart values: 19.5%, 9.8%, 12.2%, 19.5%, 36.6%
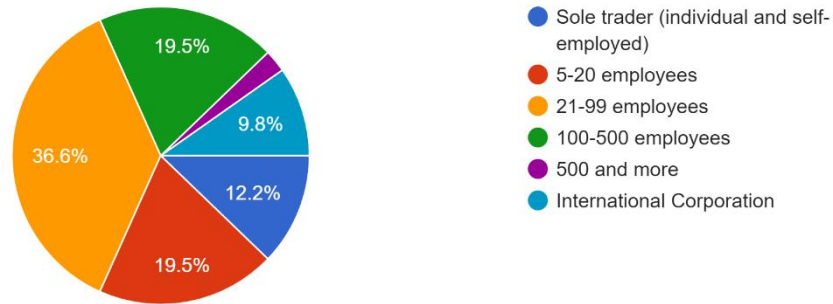
Generation Z, known for its desire for more personalized experiences and closer community ties, seems to gravitate towards medium-sized companies (21-99 employees). This size offers opportunities for personal growth while still maintaining a sense of community and direct impact, balancing structure and flexibility. A split can be seen by the equal preference for smaller businesses (5–20 employees) and those with 100–500 employees, both at around 20%. Some members of Generation Z might be looking for the close-knit, agile environment found in startups and smaller businesses, where each employee has a vital role to play. Others, on the other hand, might be seeking the security, resources, and opportunities for growth that slightly larger businesses can offer. The 12% tendency to operate as a sole proprietorship suggests that Gen Z is beginning to develop an entrepreneurial spirit. The idea of starting a side business or freelancing is more approachable and appealing to this generation because they have grown up in the digital age and have access to so many resources. International corporations offer exposure to the world and a variety of experiences, with about 10% preference. However, a sizable portion of Gen Z might view them as being too impersonal or bureaucratic. Last but not least, the lack of preference for very large companies (500 and more) may be due to feelings of being merely a cog in a massive corporate machine with little direct influence and no personal recognition. Gen Z values of community, personal impact, flexibility, and the blend of stability with entrepreneurial opportunities are essentially reflected in their preferences for company size.

4.2 Section 1: Values, Attitudes and expectations of work:

General

Q.3. Do you agree that Gen Z prefer to work and communicate face-to-face with colleagues in a workplace more than work and communicate online (One)

Legend:
- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Pie chart values: 39%, 7.3%, 24.4%, 26.8%
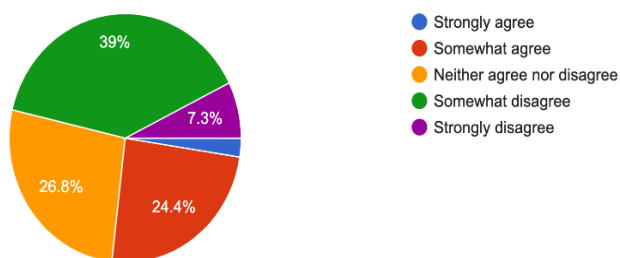
Czech Republic

Q.3. Do you agree that Gen Z prefer to work and communicate face-to-face with colleagues in a workplace more than work and communicate online (One)
19 responses

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Germany

Q.3. Do you agree that Gen Z prefer to work and communicate face-to-face with colleagues in a workplace more than work and communicate online (One)
28 responses

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

France

Q.3. Do you agree that Gen Z prefer to work and communicate face-to-face with colleagues in a workplace more than work and communicate online (One)
20 responses

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
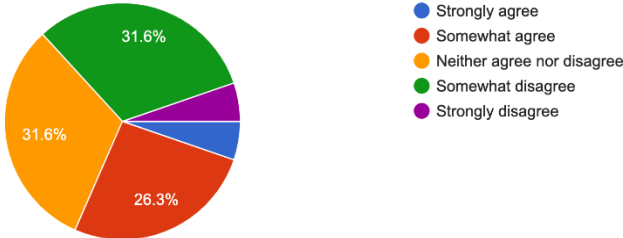- Somewhat disagree
- Strongly disagree
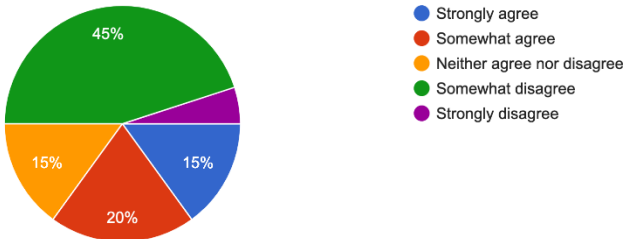
Mexico

Q.3. Do you agree that Gen Z prefer to work and communicate face-to-face with colleagues in a workplace more than work and communicate online (One)
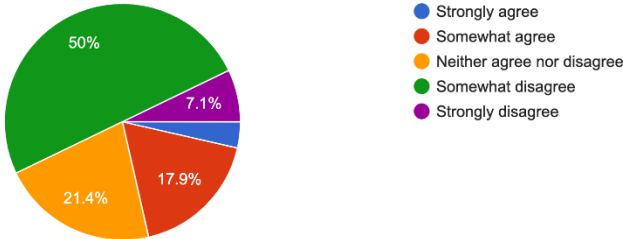25 responses

- ● Strongly agree
- ● Somewhat agree
- ● Neither agree nor disagree
- ● Somewhat disagree
- ● Strongly disagree
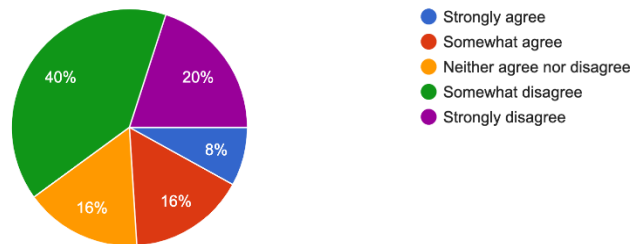
The survey results on Generation Z's preferences for face-to-face vs online contact at work show a complicated trend in many nations. As a sign of Gen Z's comfort with digital contacts, the majority of respondents only slightly disagreed with the preference for face-to-face communication. However, differences between nations, such as the neutral attitude of the Czech Republic, the balance of Germany, the propensity to slightly agree in France, and the tendency to somewhat disagree in Mexico, hint to particular cultural dynamics.

These variations may be a result of different rates of technological adoption, company cultures, or cultural ideals. The research highlights Gen Z's adaptability and digital orientation, even though it does not primarily choose face-to-face contact. For this generation, online communication may not only be as effective but even advantageous in specific situations.

The results highlight the significance of comprehending the various communication requirements of Generation Z workers and advise firms to take into account both face-to-face and online platforms when establishing communication strategies. The variance between nations also emphasizes the necessity for a culturally sensitive strategy, highlighting that a one-size-fits-all approach may not connect with this generation's complex tastes.

Q.4. Do you agree that working alone (independently) is more comfortable and productive than working in groups or team projects?
<u>General</u>

Q.4. Do you agree that working alone (independently) is more comfortable and productive than working in groups or team projects?

- ● Strongly agree. I always prefer to work independently being more productive…
- ● Somewhat agree. Working alone makes me more focused and productive in so…
- ● Neither agree nor disagree. Working independently or working in a group h…
- ● Somewhat disagree. I feel flexible in both working environments, but the ad…
- ● I strongly disagree. I loved being a part of a team, which makes me more prod…
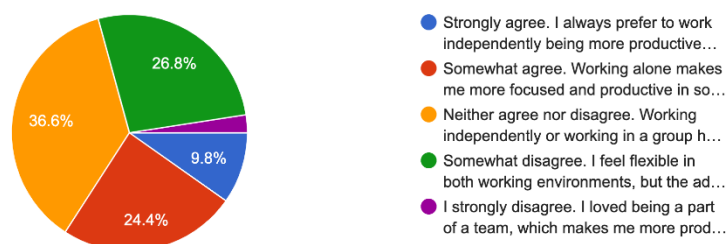
Czech Republic

Q.4. Do you agree that working alone (independently) is more comfortable and productive than working in groups or team projects?

19 responses

- Strongly agree. I always prefer to work independently being more productive…
- Somewhat agree. Working alone makes me more focused and productive in so…
- Neither agree nor disagree. Working independently or working in a group h…
- Somewhat disagree. I feel good working in both working environments, but the…
- I strongly disagree. I loved being a part of a team, which makes me more prod…

Germany

Q.4. Do you agree that working alone (independently) is more comfortable and productive than working in groups or team projects?

28 responses

- Strongly agree. I always prefer to work independently being more productive…
- Somewhat agree. Working alone makes me more focused and productive in so…
- Neither agree nor disagree. Working independently or working in a group h…
- Somewhat disagree. I feel flexible working in both working environments,…
- I strongly disagree. I loved being a part of a team, which makes me more prod…

France

Q.4. Do you agree that working alone (independently) is more comfortable and productive than working in groups or team projects?

20 responses

- Strongly agree. I always prefer to work independently being more productive…
- Somewhat agree. Working alone makes me more focused and productive in so…
- Neither agree nor disagree. Working independently or working in a group h…
- Somewhat disagree. I feel flexible working in both working environments,…
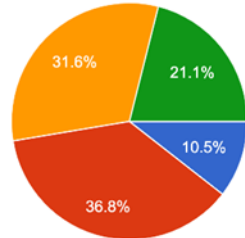- I strongly disagree. I loved being a part of a team, which makes me more prod…

Mexico

Q.4. Do you agree that working alone (independently) is more comfortable and productive than working in groups or team projects?
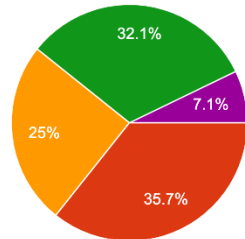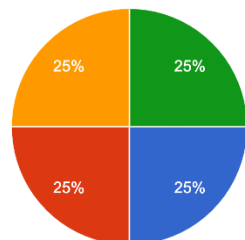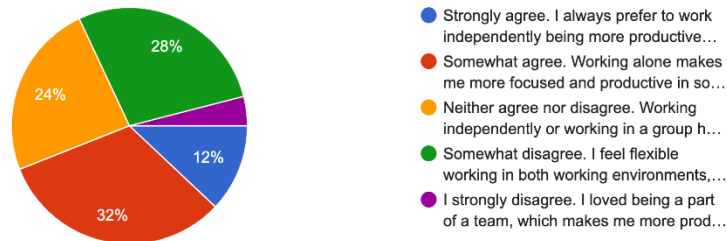25 responses

- Strongly agree. I always prefer to work independently being more productive…
- Somewhat agree. Working alone makes me more focused and productive in so…
- Neither agree nor disagree. Working independently or working in a group h…
- Somewhat disagree. I feel flexible working in both working environments,…
- I strongly disagree. I loved being a part of a team, which makes me more prod…

The poll results on people's preferences for solo work vs group projects across nations and generations paint a balanced view of the workplace of today. The virtually equal distribution of preferences across various segments of agreement and disagreement in these data is what stands out most, illuminating a complex picture of views toward collaboration and independence in the workplace.

One explanation of this diversity of viewpoints is that people are finding value in both solitary and group work situations as the nature of work is changing. This balance may have been influenced by technological improvements and the move toward more adaptable work settings. Employees, especially those in Gen Z, are more frequently exposed to hybrid work models that combine independent initiatives with teamwork. This might account for the flexibility and adaptability shown in the survey results.

These figures may also be affected by several cultural factors. As was already established, Germany's stronger propensity for teamwork may be attributed to social norms and corporate strategies that encourage cooperation and effectiveness. Based on their distinctive socioeconomic situations and business cultures, other nations may have different viewpoints.

Furthermore, the modest percentage of respondents who strongly oppose the notion of working alone may reflect widespread agreement on the necessity of teamwork in the modern workplace. The somewhat greater proportion of respondents who strongly support working alone may reflect a respect for personal freedom and the possible productivity improvements from concentrated, autonomous work.

However, managers and organizational leaders are also challenged by these figures. It might be challenging to design workplaces that cater to this wide range of tastes. Maintaining contentment and productivity may depend on recognizing the uniqueness of employees and putting in place frameworks that permit both lonely and collaborative work.

In conclusion, the conflicting preferences for working alone or with others reflect the complex realities of the contemporary workplace. This intricacy is influenced by the adaptability of Gen Z, cultural factors, and changing employment paradigms. Organizations may be able to take advantage of these various preferences by conducting more research and implementing work procedures with awareness.

5. What values from workplace are you expecting the most? (Multiple, chose from 3 proposed)

General

Q.5. What values from workplace are you expecting the most? (Multiple, choose three answers from all proposed)

Value	Responses
Attractive and more qualified job	21 (51.2%)
Healthcare benefits	13 (31.7%)
Useful information technology s…	15 (36.6%)
Work flexibility, possibility to wo…	26 (63.4%)
Diverse workplace	11 (26.8%)
Development opportunities	20 (48.8%)
Innovation: using or developing…	10 (24.4%)
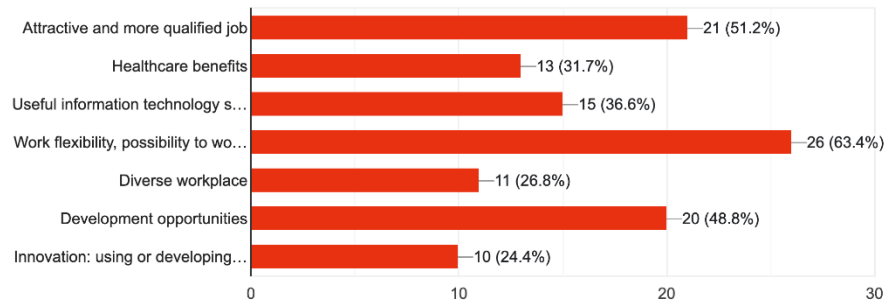
Czech Republic

Q.5. What values from workplace are you expecting the most?(Multiple, chose 3 answers from all of proposed)

19 responses

Value	Responses
Attractive and more qualified job	6 (31.6%)
Better (higher) wages	9 (47.4%)
Recognition and reward progra…	5 (26.3%)
Healthcare benefits	9 (47.4%)
Useful information technology s…	2 (10.5%)
Work flexibility, possibility to wo…	13 (68.4%)
Diverse workplace	5 (26.3%)
Development opportunities	9 (47.4%)

Germany

Q.5. What values from workplace are you expecting the most?(Multiple, chose 3 answers from all of proposed)

28 responses

Value	Responses
Attractive and more qualified job	12 (42.9%)
Better (higher) wages	18 (64.3%)
Recognition and reward progra…	10 (35.7%)
Healthcare benefits	11 (39.3%)
Useful information technology s…	5 (17.9%)
Work flexibility, possibility to wo…	20 (71.4%)
Diverse workplace	8 (28.6%)
Development opportunities	12 (42.9%)

France

Q.5. What values from workplace are you expecting the most?(Multiple, chose three answers from all proposed)

20 responses

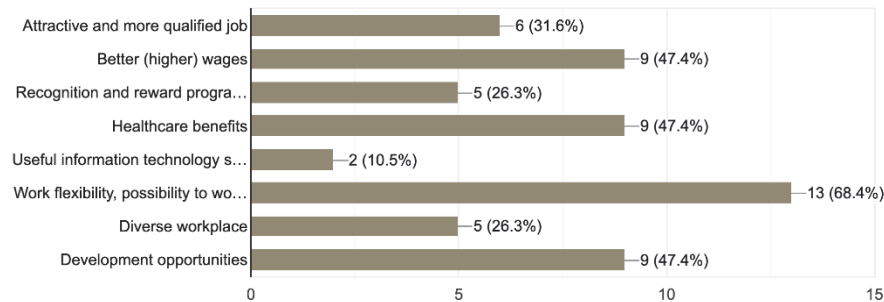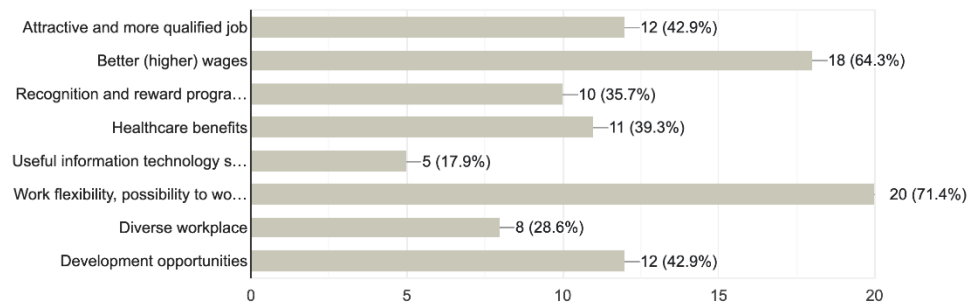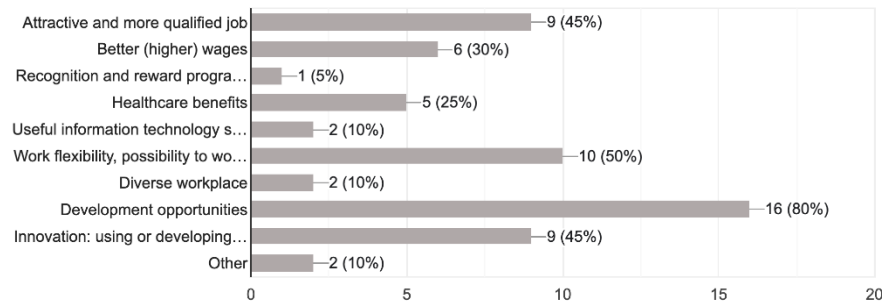| Value	Responses
Attractive and more qualified job	9 (45%)
Better (higher) wages	6 (30%)
Recognition and reward progra…	1 (5%)
Healthcare benefits	5 (25%)
Useful information technology s…	2 (10%)
Work flexibility, possibility to wo…	10 (50%)
Diverse workplace	2 (10%)
Development opportunities	16 (80%)
Innovation: using or developing…	9 (45%)
Other	2 (10%)

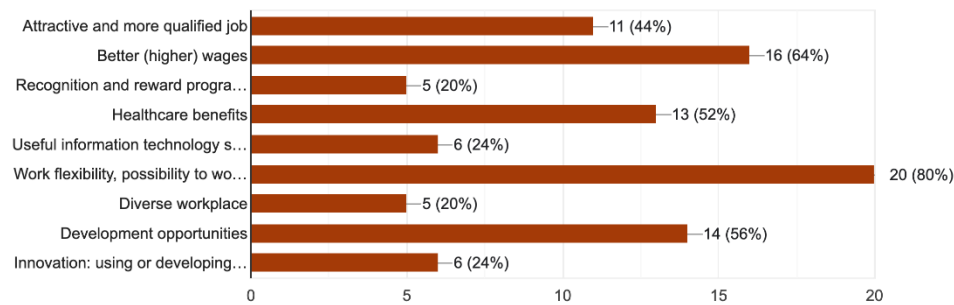## Mexico

Q.5. What values from workplace are you expecting the most?(Multiple, chose from 3 proposed)

25 responses

Value	Responses
Attractive and more qualified job	11 (44%)
Better (higher) wages	16 (64%)
Recognition and reward progra…	5 (20%)
Healthcare benefits	13 (52%)
Useful information technology s…	6 (24%)
Work flexibility, possibility to wo…	20 (80%)
Diverse workplace	5 (20%)
Development opportunities	14 (56%)
Innovation: using or developing…	6 (24%)

The data collected from various graphs on what Generation Z anticipates in the workplace sheds light on a global movement toward adaptability and personal empowerment in the workplace. The preference for flexible work arrangements, the ability to work from home, and adaptable schedules shines out in different nations, illuminating a global trend.

Although this propensity for flexibility may be a universal phenomenon, cultural differences in priority do emerge. Opportunities for growth are given special attention in France. The nation's distinctive hierarchical organizational structure and high individualism score of 71, a feature that seems to resonate with the national ethos, may be responsible for this choice. Flexibility in the workplace is still important for French workers, despite not being their top concern.

It's interesting to note that generally, useful information technology support seems to be the least common expectation. This may indicate that Generation Z is less reliant on outside assistance because of their inherent familiarity with technology. It could also convey an underlying assumption that modern workplaces should come with reliable technology assistance.

The aspirations of Generation Z show a generation seeking balance, innovation, and self-determination when synthesizing these complex data. They strive for experiences and chances that don't limit their way of life but support their professional and personal development. The reliance on flexibility may be a sign of a larger social shift toward valuing personal liberty and quality of life in conjunction with a dedication to ongoing learning and growth.
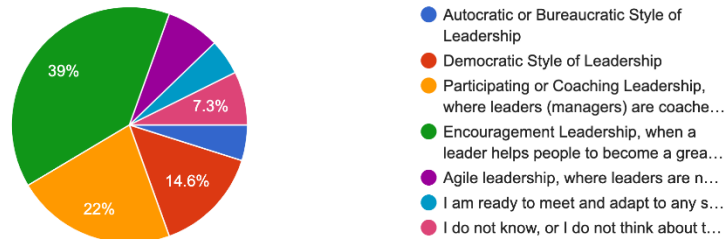
The differences and similarities across other nations offer a rich tapestry of insights, highlighting the significance of comprehending both global trends and regional cultural subtleties. These findings may be used to guide organizational goals and create a work environment that reflects Generation Z's objectives, beliefs, and distinctive traits.

4.3 Section 2: Attitudes toward work flexibility

Q.6. What Style of Leadership do you expect or prefer in the workplace? (One answer)

General

Q.6. What Style of Leadership do you expect or prefer in the workplace? (One answer)

- Autocratic or Bureaucratic Style of Leadership
- Democratic Style of Leadership
- Participating or Coaching Leadership, where leaders (managers) are coache…
- Encouragement Leadership, when a leader helps people to become a grea…
- Agile leadership, where leaders are n…
- I am ready to meet and adapt to any s…
- I do not know, or I do not think about t…

Czech Republic

Q.6. What Style of Leadership do you expect or prefer in the workplace? (One answer)

- Autocratic or Bureaucratic Style of Leadership
- Democratic Style of Leadership
- Participating or Coaching Leadership, where leaders (managers) are coache…
- Encouragement Leadership, when a leader helps people to become a grea…
- Agile leadership, where leaders are n…
- I am ready to meet and adapt to any s…
- I do not know, or I do not think about t…
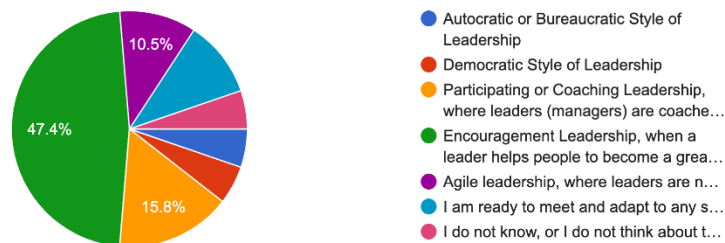
Germany

Q.6. What Style of Leadership do you expect or prefer in the workplace? (One answer)

- Autocratic or Bureaucratic Style of Leadership
- Democratic Style of Leadership
- Participating or Coaching Leadership, where leaders (managers) are coache…
- Encouragement Leadership, when a leader helps people to become a grea…
- Agile leadership, where leaders are n…
- I am ready to meet and adapt to any s…
- I do not know, or I do not think about t…
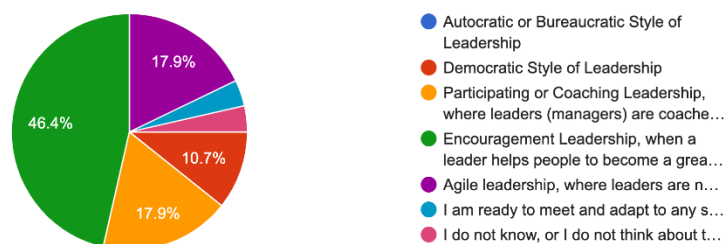
France

Q.6. What Style of Leadership do you expect or prefer in the workplace? (One answer)

Legend:
- Autocratic or Bureaucratic Style of Leadership
- Democratic Style of Leadership
- Participating or Coaching Leadership, where leaders (managers) are coache…
- Encouragement Leadership, when a leader helps people to become a grea…
- Agile leadership, where leaders are n…
- I am ready to meet and adapt to any s…
- I do not know, or I do not think about t…
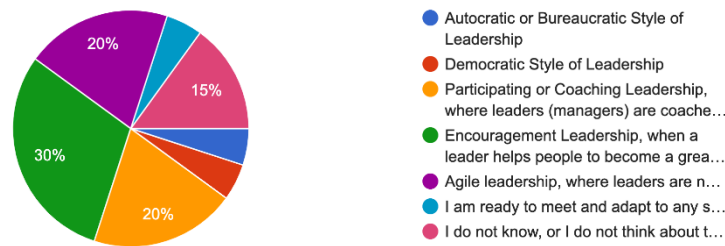
Mexico

Q.6. What Style of Leadership do you expect or prefer in the workplace? (One answer)

Legend:
- Autocratic or Bureaucratic Style of Leadership
- Democratic Style of Leadership
- Participating or Coaching Leadership, where leaders (managers) are coache…
- Encouragement Leadership, when a leader helps people to become a grea…
- Agile leadership, where leaders are n…
- I am ready to meet and adapt to any s…
- I do not know, or I do not think about t…
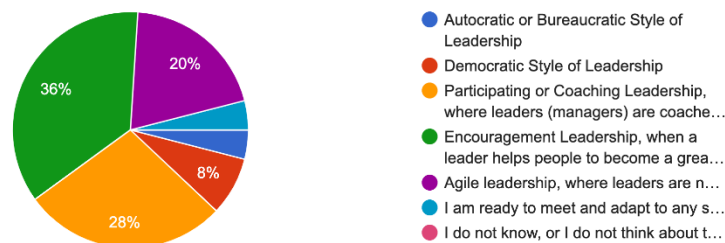
The graphs show a clear preference for an encouraging leadership style among Gen Z respondents, with at least 30% of respondents in a variety of nations indicating support for this strategy. This choice reveals a generation that places a high importance on professional advancement, self-improvement, and a positive workplace culture. It could also be a reflection of the generational desire for meaningful employment, where leadership entails more than just exercising control over others but also motivating and empowering them.

A motivating boss serves as a catalyst for his or her team, instilling confidence, inspiration, and the will to succeed. As a result, they foster an environment where individuals are pushed and encouraged to achieve at greater levels. These leaders have a tendency to notice the distinctive skills and potentials of their team members. This fits with the wider trend of Gen Zers looking for connection and meaning in their careers.
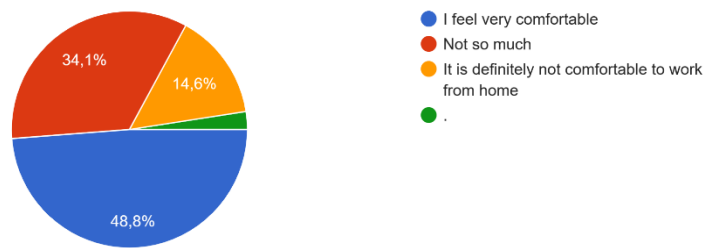
The inclination for involvement and coaching leadership is close behind the desire for an encouraging approach. This strategy fits with Gen Z's emphasis on community engagement and collaboration. This generation is likely to respond favorably to managers that take the form of coaches rather than top-down directors, practice active listening, and appreciate the ideas and views of their team members.

The focus on coaching leadership may also be due to Gen Z's enthusiasm for lifelong learning and growth. This generation was raised in a world that was undergoing fast change, making flexibility and the continuous learning of new skills imperative. Gen Z's objectives and beliefs will probably be shared by a leader who encourages continuous improvement and behaves as a mentor rather than a tyrant.

It's interesting to think about how these choices could affect company culture and leadership development more broadly. The trend away from hierarchical and autocratic models may be seen in the movement toward supporting and mentoring leadership approaches. It implies the need for bosses who can create an atmosphere that is more democratic, welcoming, and growth-oriented. To adapt organizational values to the requirements and expectations of the younger workforce, modifications

in leadership development programs, talent development initiatives, and organizational values may be necessary.

In conclusion, Gen Z prioritizes continual learning, teamwork, and personal improvement, which is reflected in their preferences for supporting and mentoring leadership styles. These preferences must be taken into account when organizations are developing their leadership styles and organizational cultures in order to draw in and keep this talent. The revelations provide a glimpse into the future of leadership, emphasizing involvement, empowerment, and empathy in line with the distinct traits and expectations of a new generation.

Q.9 How comfortable do you feel working from home?
General

Q.9 How comfortable are you working from home?

- I feel very comfortable
- Not so much
- It is definitely not comfortable to work from home
- .

34,1% 14,6% 48,8%

Czech

Q.9 How comfortable do you feel working from home?

- I feel very comfortable
- Not so much
- Definitely I do not feel comfortable
- Other

26,3% 42,1% 26,3%
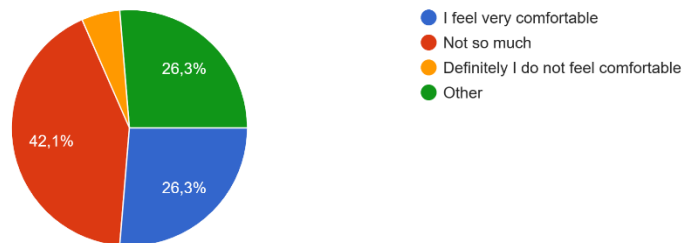
Germany

Q.9 How comfortable do you feel working from home?

- I feel very comfortable
- Not so much
- It is definitely not comfortable to work from home
- Other

25% 17,9% 53,6%

France

Legend:
- I feel very comfortable
- Not so much
- It is definitely not comfortable to work from home
- Other

35% · 15% · 45%
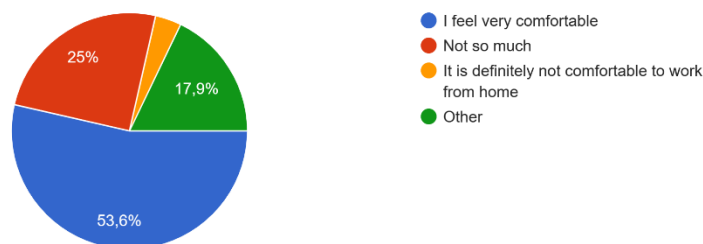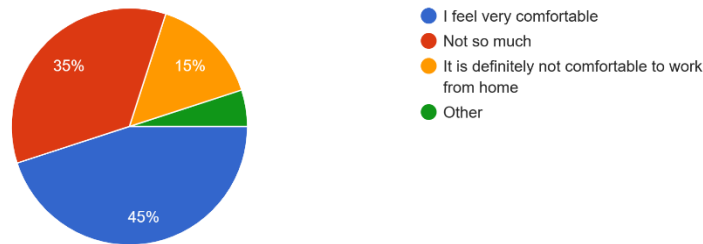
Mexico

Q.9 How comfortable do you feel working from home?
25 Antworten

Legend:
- I feel very comfortable
- Not so much
- It is definitely not comfortable to work from home
- Other

24% · 12% · 64%
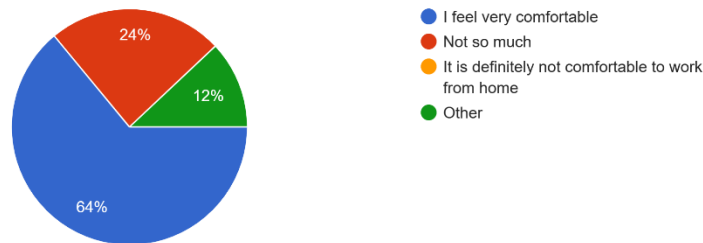
Only a small percentage of respondents said they were uncomfortable working from home, although the comfort levels varied significantly by region, with some regions reporting levels around 50% and others as low as 26.5%. This variety calls for investigation into a number of potential impacting factors, including:

Home Office Setup: There may be a connection between various home office arrangements and variations in comfort levels. A well-equipped workspace may increase comfort, while inadequate facilities may make things difficult.

The length of time people spent working from home during the pandemic and the intensity of lockdowns in various areas may have also had an impact on these beliefs. It's possible that longer or tougher lockdowns contributed to weariness, which affected views towards remote work.

Cultural and technological factors: The variations could be attributed to different cultural perspectives on work-life balance, technological adoption, and economic inequality. Comfort levels may be higher in places with greater technology access and cultural acceptance of remote work.

Individual Preferences: Psychological factors like a person's preferences for social contact or a workplace environment may influence their sense of comfort. While some people may enjoy the flexibility of working remotely, others might long for the old-fashioned workplace.

In conclusion, the data shows a complicated landscape of factors influencing how comfortable people are with remote work. The information provides organisations and governments with a useful perspective on how to design accommodating remote work environments that can accommodate these various needs and preferences.

Q.10.How comfortable are you with a traditional office setting?
General

Q.10.How comfortable are you with a traditional office setting?

- I feel very comfortable
- Not so much
- It is definitely not comfortable to work in a traditional office setting
- If I work in my own office, then fine)

24,4%
43,9%
29,3%
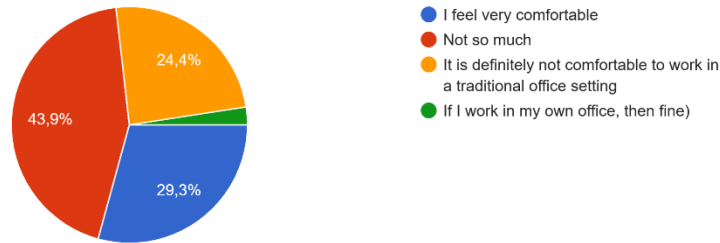
Czech

Q.10.How comfortable are you with a traditional office set up?
19 Antworten

- I feel very comfortable
- Not so much
- Definitely I do not feel comfortable
- Other

31,6%
10,5%
52,6%
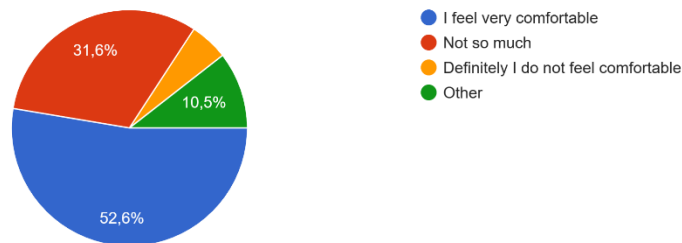
Germany

Q.10.How comfortable are you with a traditional office setting?
28 Antworten

- I feel very comfortable
- Not so much
- It is definitely not comfortable to work in a traditional office setting
- Other

25%
7,1%
64,3%

36
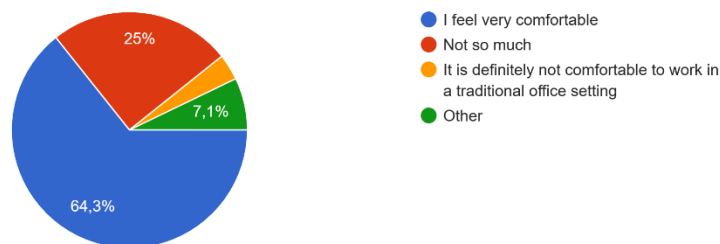
France

Q.10.How comfortable are you with a traditional office settting?
20 Antworten

- I feel very comfortable
- Not so much
- It is definitely not comfortable to work in a traditional office setting
- Other

25%
70%
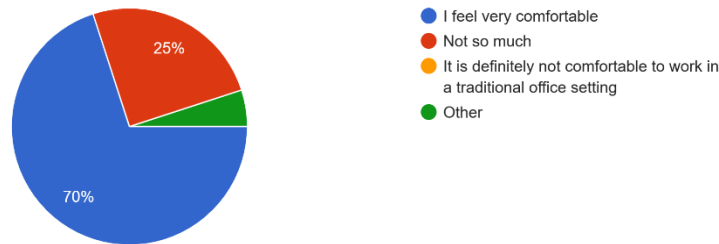
Mexico

Q.10.How comfortable are you with a traditional office setting?
25 Antworten

- I feel very comfortable
- Not so much
- It is definitely not comfortable to work in a traditional office set-up
- Other

32%
12%
52%
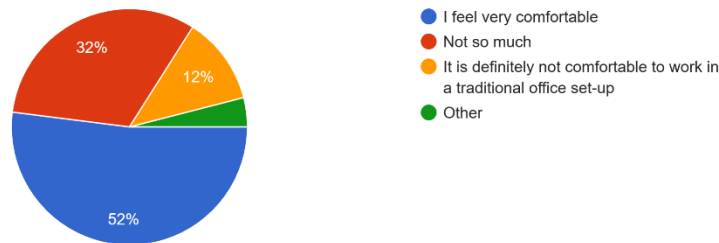
Despite the majority of respondents feel comfortable working from home offices, the information for France, the Czech Republic, Germany, and Mexico reveals a surprising result. There is also a substantial tendency for conventional workplace layouts in these nations. This pattern highlights Generation Z's adaptability and nuanced opinions on various work situations, providing insights into their preferences and flexibility.

Flexibility of Generation Z: Gen Z's familiarity with both regular office setups and home offices demonstrates their adaptability and flexibility. They appear to move between the two settings with ease, finding value in each.

Impact of Covid-19 epidemic: There is little doubt that the Covid-19 epidemic has changed workplace norms and preferences. Although the forced transition to remote work revealed the practicality of home offices, it may also have sparked a yearning for the structure and social contacts that traditional offices offer. This experience might have led to Gen Z's dual inclination.

Benefits of a Traditional Office: Access to resources, mentorship possibilities, and improved teamwork may all be found in Traditional Offices. The environment's structure and social interaction may also be appealing.

Cultural considerations: These choices may also be influenced by cultural variables in France, the Czech Republic, Germany, and Mexico. It's possible that different social perspectives on employment, community, technology, and personal space will affect how comfortable people feel in varied settings.

Understanding these complex preferences may have ramifications for organisational policy, workplace layouts, and employee engagement programmes as the world continues to recover from the
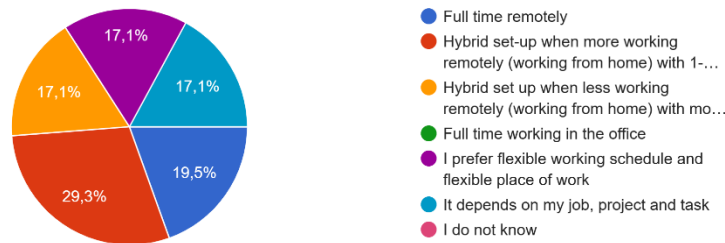
pandemic. Employers could want to think about hybrid models that take into account both desires and place a strong emphasis on flexibility, teamwork, and wellbeing.

In conclusion, the data paints a varied and complex picture of Gen Z's preferred types of labour. They represent a generation that is not constrained by rigid conventions but appreciates flexibility, collaboration, and a mix of various work experiences by embracing both home and conventional office setups. This adaptability creates possibilities for cutting-edge workplace solutions that fit with a world that is evolving and where the boundaries between home and office are continuing to fuzze. For a generation that is positioned to influence the future of work, comprehending and utilising these insights could result in more engaging, effective, and fulfilling work environments.

Q.11. What do you prefer the most: full time working remotely? Full time working in the office? Hybrid mode of working? (One answer)
General

Q.11. What do you prefer the most: full time working remotely? Full time working in the office? Hybrid mode of working? (One answer)

- Full time remotely
- Hybrid set-up when more working remotely (working from home) with 1-…
- Hybrid set up when less working remotely (working from home) with mo…
- Full time working in the office
- I prefer flexible working schedule and flexible place of work
- It depends on my job, project and task
- I do not know

Czech

Q.11. What do you prefer the most: full time working remotely? Full time working in the office? Hybrid mode of working? (One answer)
19 Antworten

- Full time remotely
- Hybrid set-up with mostly working remotely (working from home) with 1-…
- Hybrid set up with less working remotely (working from home) with more than 3…
- Full time working in the office
- I prefer flexible working schedule and flexible place of work
- It depends on my job, project and task
- I do not know

Germany

Q.11. What do you prefer the most: full time working remotely? Full time working in the office? Hybrid mode of working? (One answer)

28 Antworten

- Full time remotely
- Hybrid set-up when morey working remotely (working from home) with 1-…
- Hybrid set-up work when less working remotely (working from home) with mo…
- Full time working in the office
- I prefer flexible working schedule and flexible place of work
- It depends on my job, project and task
- I do not know

France

Q.11. What do you prefer the most: full time working remotely? Full time working in the office? Hybrid mode of working? (One answer)

20 Antworten
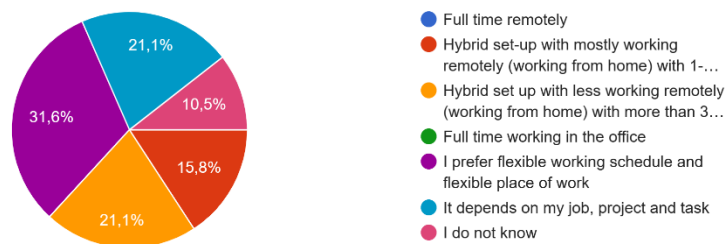

- Full time remotely
- Hybrid setup work with mostly working remotely (working from home) with 1-…
- Hybrid setup work with less working remotely (working from home) with mo…
- Full time working in the office
- I prefer flexible working schedule and flexible place of work
- It depends on my job, project and task
- I do not know

Mexico

Q.11. What do you prefer the most: full time working remotely? Full time working in the office? Hybrid mode of working? (One answer)
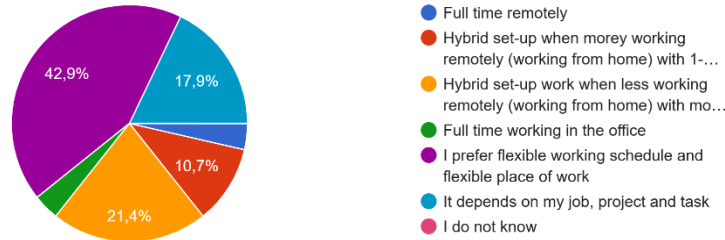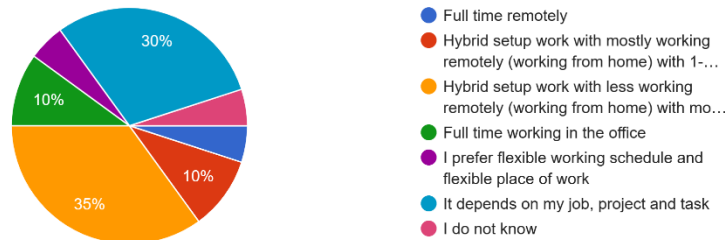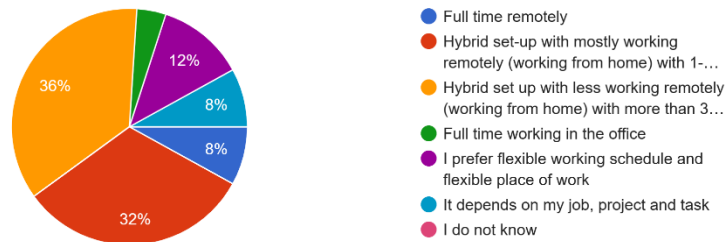
25 Antworten

- Full time remotely
- Hybrid set-up with mostly working remotely (working from home) with 1-…
- Hybrid set up with less working remotely (working from home) with more than 3…
- Full time working in the office
- I prefer flexible working schedule and flexible place of work
- It depends on my job, project and task
- I do not know

These graphs show intriguing differences in work choices between nations, particularly in relation to the hybrid work setting. This model's popularity varies based on certain cultural and societal factors. With around 35% and 36% of respondents favouring a hybrid schedule of more than three days in the office, there is an evident shift towards spending more time at work in France and Mexico. Even a tiny percentage wants full-time office job. This may be a result of cultural norms that place a high importance on teamwork and organised workplaces.

Germans and Czechs, on the other hand, tend to favour a more flexible work environment and timetable. This desire allows for a blend of office collaboration and the comfort of home, which is in line with Gen Z's emphasis on adaptability and balance.
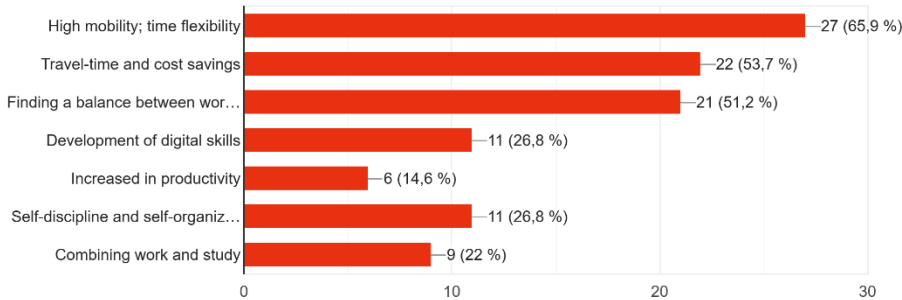
These choices have undoubtedly been shaped by the epidemic, with lockdowns and isolation influencing complex opinions on office and remote employment. The survey's results are consistent with the feeling of isolation and the difficulties of working remotely.

Additionally, these tendencies show a broader shift towards workplaces that are centred on people. They highlight a movement that supports collaboration while respecting individualism, which is consistent with the work ethic of Generation Z.

These graphics, in conclusion, portray a generation navigating change in a compelling way. They draw attention to the flexibility of Gen Z's work preferences and provide a glimpse into a time when cooperation, purpose, and fulfilment will define work. In a globe still suffering from the pandemic's consequences, understanding these tendencies will be crucial to determining how work will be done in the future.

Q.12. What are the benefits (advantages) you enjoined (or expect) from working remotely? (Multiple)
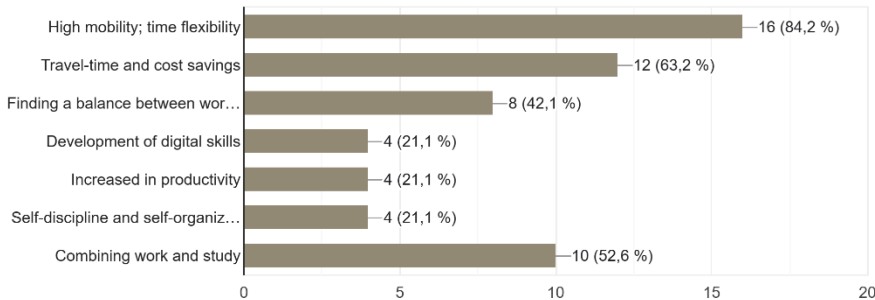General

Q.12. What are the benefits (advantages) you enjoined (or expect) from working remotely?(Multiple)

Category	Value
High mobility; time flexibility	27 (65,9 %)
Travel-time and cost savings	22 (53,7 %)
Finding a balance between wor…	21 (51,2 %)
Development of digital skills	11 (26,8 %)
Increased in productivity	6 (14,6 %)
Self-discipline and self-organiz…	11 (26,8 %)
Combining work and study	9 (22 %)

Czech

Q.12. What are the benefits (advantages) you enjoined (or expect) from working remotely?(Multiple)
19 Antworten

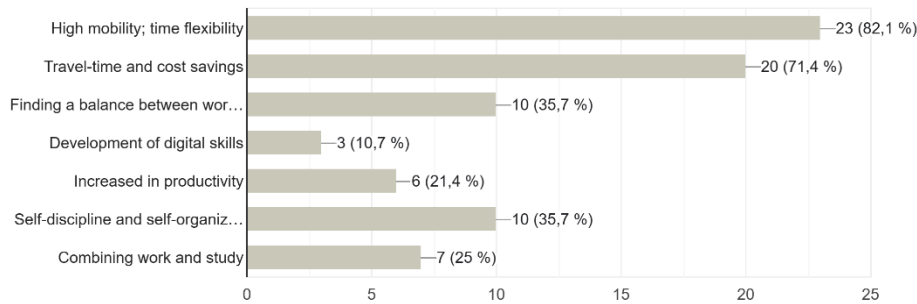| Category	Value
High mobility; time flexibility	16 (84,2 %)
Travel-time and cost savings	12 (63,2 %)
Finding a balance between wor…	8 (42,1 %)
Development of digital skills	4 (21,1 %)
Increased in productivity	4 (21,1 %)
Self-discipline and self-organiz…	4 (21,1 %)
Combining work and study	10 (52,6 %)

Germany

Q.12. What are the benefits (advantages) you enjoined (or expect) from working remotely?(Multiple)
28 Antworten

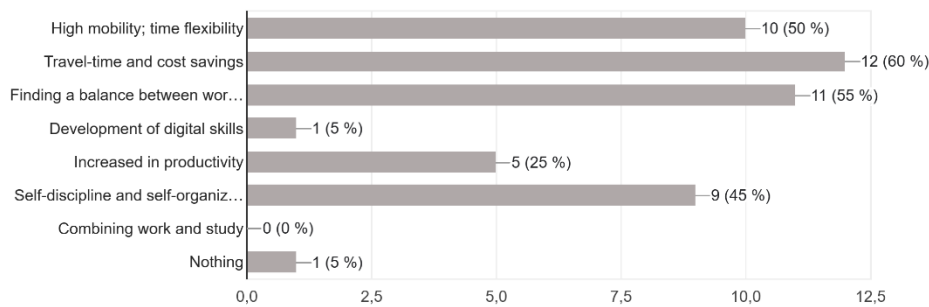| Benefit	Responses
High mobility; time flexibility	23 (82,1 %)
Travel-time and cost savings	20 (71,4 %)
Finding a balance between wor…	10 (35,7 %)
Development of digital skills	3 (10,7 %)
Increased in productivity	6 (21,4 %)
Self-discipline and self-organiz…	10 (35,7 %)
Combining work and study	7 (25 %)

France

Q.12. What are the benefits (advantages) you enjoined (or expect) from working remotely?(Multiple)
20 Antworten

Benefit	Responses
High mobility; time flexibility	10 (50 %)
Travel-time and cost savings	12 (60 %)
Finding a balance between wor…	11 (55 %)
Development of digital skills	1 (5 %)
Increased in productivity	5 (25 %)
Self-discipline and self-organiz…	9 (45 %)
Combining work and study	0 (0 %)
Nothing	1 (5 %)

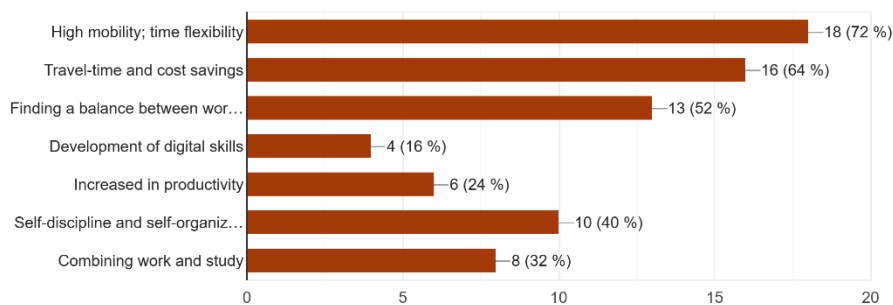## Mexico

Q.12. What are the benefits (advantages) you enjoined (or expect) from working remotely?(Multiple)
25 Antworten

Benefit	Responses
High mobility; time flexibility	18 (72 %)
Travel-time and cost savings	16 (64 %)
Finding a balance between wor…	13 (52 %)
Development of digital skills	4 (16 %)
Increased in productivity	6 (24 %)
Self-discipline and self-organiz…	10 (40 %)
Combining work and study	8 (32 %)

Intriguing patterns emerge from the responses to the question, "What are the benefits you enjoyed (or expect) from working remotely?" These patterns suggest a common appreciation of some benefits while also showing different national perspectives. Flexibility stands out among them as a highly valued benefit, resonating across various cultures and demographics.

41

Travel time and cost reductions, however, are more significant in France. With regard to the French respondents, who are all enrolled in the same school and account for roughly 90% of the population, this disparity has a specific rationale. With the option to work remotely, the daily commute, which is frequently considered to be a burden of city life, is reduced to an unnecessary waste of time and resources. This nuance in the French context is not merely a personal preference but an illustration of how socio-economic factors such as commuting distance, transportation costs, and urban planning intersect with work habits and preferences.
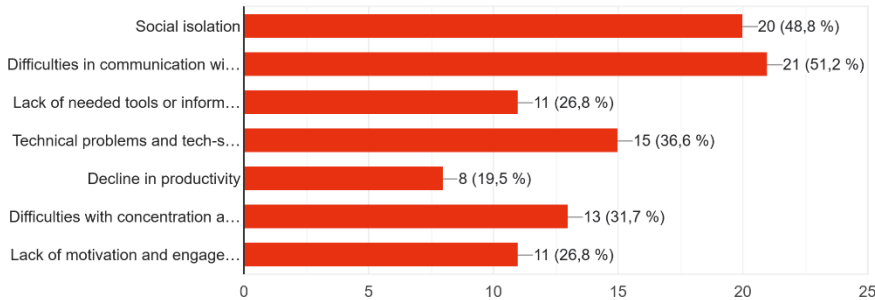
Beyond this particular variance, however, an in-depth review of all the graphs reveals that cost savings, flexibility, and reduced travel time are consistently the most popular responses worldwide. This convergence shows that the freedoms provided by remote work, which enable people to design their workdays around individual needs and lifestyles, are valued universally. It reflects the changing workplace culture that places a higher value on personal agency, wellbeing, and productivity than set schedules and physical presence.

Money, a constant worry, particularly for students, also significantly influences these preferences. The cost-saving effect of working remotely goes beyond just the short-term money benefits and reflects a wider change in how individuals view value in their daily lives. Remote work offers measurable savings by lowering or eliminating commute-related expenses like gas, public transit, or even daily lunches outside. This can be a huge benefit for students, who frequently have tight budgets.

In summary, the responses to this question reveal a nuanced tapestry of preferences and needs that are centred on the concepts of flexibility, time, and cost savings. They reveal a generation that actively shapes new working practises to fit their particular set of beliefs and circumstances rather than merely adapting to them. These insights offer a glimpse into the constantly shifting nature of work, driven by a generation unafraid to alter the norms, whether it is the particular commuting difficulties faced by French students or the more general embrace of flexibility.

Q.13. What are challengers or disadvantages of remote working for you? (Multiple)
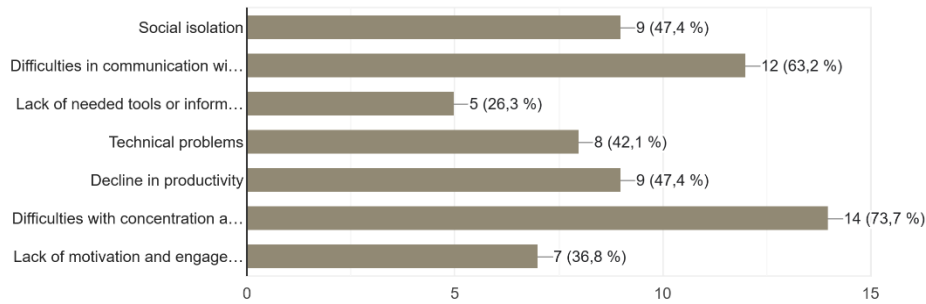General

Q.13. What are challengers or disadvantages of remote working for you? (Multiple)
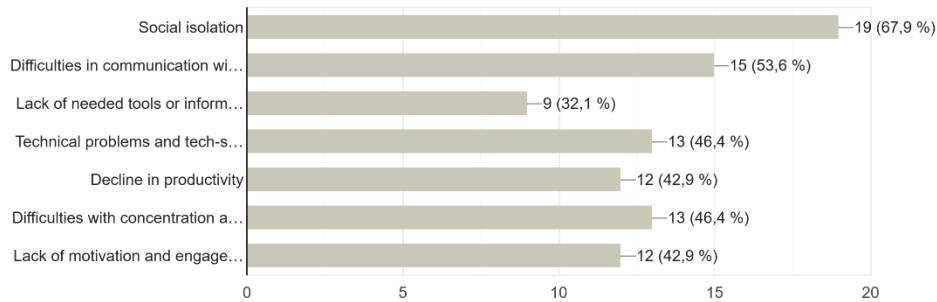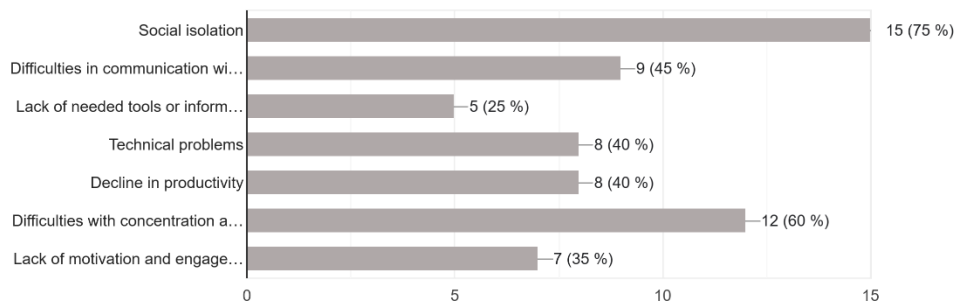

Social isolation	20 (48,8 %)
Difficulties in communication wi…	21 (51,2 %)
Lack of needed tools or inform…	11 (26,8 %)
Technical problems and tech-s…	15 (36,6 %)
Decline in productivity	8 (19,5 %)
Difficulties with concentration a…	13 (31,7 %)
Lack of motivation and engage…	11 (26,8 %)

Czech

Q.13. What are challengers or disadvantages of remote working for you? (Multiple)
19 Antworten

Social isolation	9 (47,4 %)
Difficulties in communication wi…	12 (63,2 %)
Lack of needed tools or inform…	5 (26,3 %)
Technical problems	8 (42,1 %)
Decline in productivity	9 (47,4 %)
Difficulties with concentration a…	14 (73,7 %)
Lack of motivation and engage…	7 (36,8 %)

Germany

Q.13. What are challengers or disadvantages of remote working for you? (Multiple)
28 Antworten

Social isolation	19 (67,9 %)
Difficulties in communication wi…	15 (53,6 %)
Lack of needed tools or inform…	9 (32,1 %)
Technical problems and tech-s…	13 (46,4 %)
Decline in productivity	12 (42,9 %)
Difficulties with concentration a…	13 (46,4 %)
Lack of motivation and engage…	12 (42,9 %)

France

Q.13. What are challengers or disadvantages of remote working for you? (Multiple)
20 Antworten

Social isolation	15 (75 %)
Difficulties in communication wi…	9 (45 %)
Lack of needed tools or inform…	5 (25 %)
Technical problems	8 (40 %)
Decline in productivity	8 (40 %)
Difficulties with concentration a…	12 (60 %)
Lack of motivation and engage…	7 (35 %)

Mexico

Category	Value
Social isolation	15 (60 %)
Difficulties in communication wi…	14 (56 %)
Lack of needed tools or inform…	5 (20 %)
Technical problems and tech-s…	7 (28 %)
Decline in productivity	11 (44 %)
Difficulties with concentration a…	15 (60 %)
Lack of motivation and engage…	10 (40 %)
Technical problems	1 (4 %)
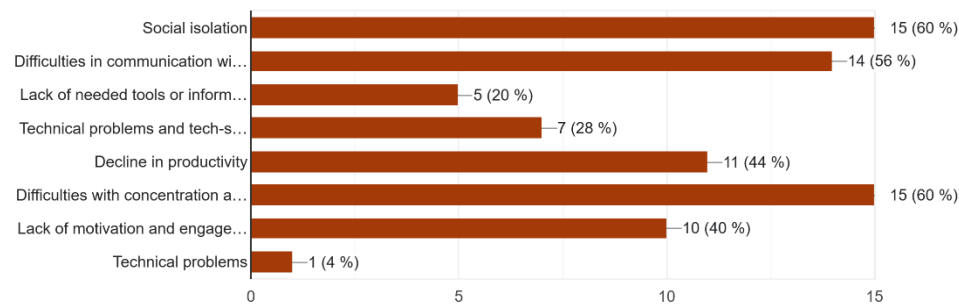
While many people, particularly in Generation Z, have come to appreciate the benefits of remote work, it's also critical to be aware of the related disadvantages. The answers to this query shed important light on the difficulties that young people encounter when navigating the unique environment of remote employment. The recurring themes, such as isolation, attention deficit disorder, and communication issues, provide a comprehensive picture of what distant employment means to this age.

For Gen Z, isolation stands out as the most overt drawback of remote work. This result supports the observation made at the conclusion of the eleventh question and indicates a more serious problem with the remote work paradigm. Feelings of isolation and disconnection might emerge from the lack of physical engagement and the subsequent sense of disconnection from coworkers and organisational culture. It emphasises how critical social interactions are at work, both for productivity and for everyone's general wellbeing.

Isolation is listed as one of the biggest obstacles, along with distractions and communication issues. These problems highlight the difficulties of developing a productive workplace outside of the conventional office setting. Numerous home distractions, such as household duties and family members, as well as the absence of an organised work environment can make it difficult to concentrate. On the other hand, technology limitations or a lack of face-to-face contacts that promote nuanced understanding could be the cause of communication issues.

Intriguingly, the data show a difference in the Czech Republic, where concentration issues predominate, with more than 73% of respondents citing them as major obstacles. This variation may be a sign of cultural, educational, or infrastructure disparities that affect how distant employment is perceived throughout the nation. It could also be a sign of differing standards and working practises that value concentration and in-depth analysis.

These results offer a chance to consider the trade-offs associated with remote work. Although the flexibility and cost-saving benefits are obviously alluring, they also provide a unique set of difficulties that must be carefully considered. These problems are prevalent across many cultures, highlighting their universality and making them a crucial factor for organisations looking to promote remote work.

In conclusion, knowing the disadvantages of remote work is crucial for developing supportive, efficient, and humane work environments as the world continues to adapt to new ways of working. The perspectives of Gen Z, a generation at the vanguard of this shift, provide insightful advice on how to strike a balance between the benefits of remote work and the practical difficulties it presents. These insights serve as a road map for a future where remote work is not simply an alternative but a well-

integrated part of our professional lives, whether it is developing ways to combat isolation, building home environments conducive to concentration, or utilising technology to enhance communication.

4.4 Section 3: Attitude towards diversity in a workplace

Q. 14. Do you agree that Gen Z is the most diverse generation, seeking also to work in a multicultural environment?
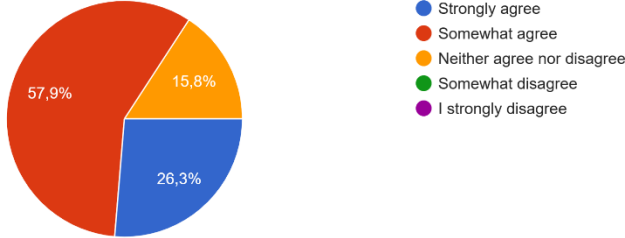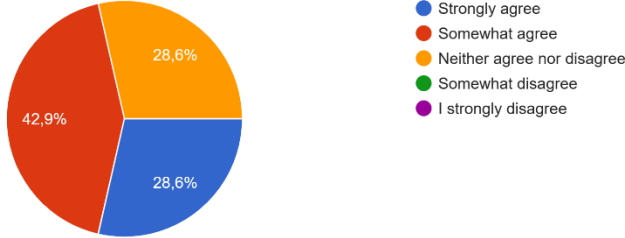General

Q. 14. Do you agree that Gen Z is the most diverse generation, seeking also to work in a multicultural environment?
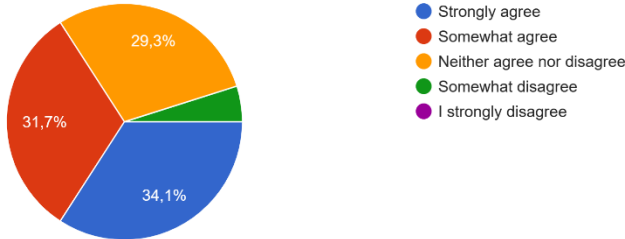
Czech

Q. 14. Do you agree that Gen Z is the most diverse generation, seeking also to work in a multicultural environment?
19 Antworten

Germany

Q. 14. Do you agree that Gen Z is the most diverse generation, seeking also to work in a multicultural environment?
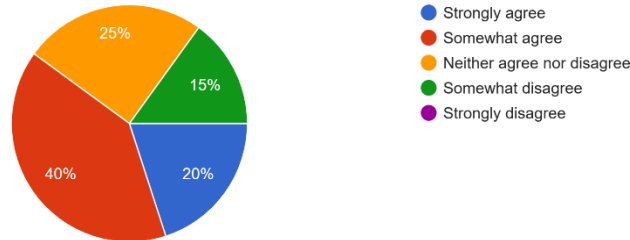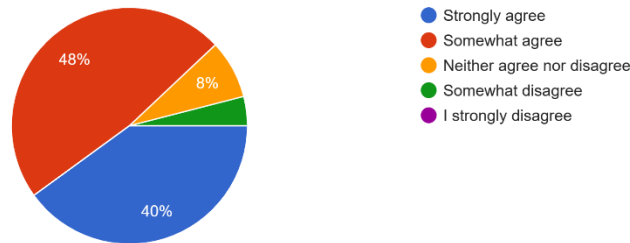28 Antworten

45

France

Q. 14. Do you agree that Gen Z is the most diverse generation, seeking also to work in a multicultural environment?

20 Antworten

- ● Strongly agree
- ● Somewhat agree
- ● Neither agree nor disagree
- ● Somewhat disagree
- ● Strongly disagree

Mexico

Q. 14. Do you agree that Gen Z is the most diverse generation, seeking also to work in a multicultural environment?

25 Antworten

- ● Strongly agree
- ● Somewhat agree
- ● Neither agree nor disagree
- ● Somewhat disagree
- ● I strongly disagree

The data presented above give a useful overview of how Gen Z feels about diversity and multiculturalism in the workplace. Over 50% of respondents in various nations agree (somewhat or firmly) that Gen Z is the most varied generation, and they also say they prefer to work in a multicultural atmosphere.

This generation's strong propensity for multiculturalism reflects a desire for diversity that extends beyond race and nationality to include thought, perspective, and experience. A more comprehensive awareness of global citizenship and an acceptance of many cultures and beliefs may be the root of the attraction for multicultural environments. These preferences reveal a desire for larger views and a readiness to interact with different people and ideas in a world that is becoming more interconnected.

However, not all nations' answers are the same. For instance, 15% of those from France somewhat disagree, while 33% of those from Germany are neither agreeing nor disagreeing. This ambivalence could be a result of contrasting social and cultural standards and ideals. In the case of France, a sense of national pride or certain socio-cultural dynamics that place a priority on national identity may be responsible for the higher percentage of indifferent or moderately disagreeing responses.

The Czech Republic, in contrast, stands out with almost no respondents who disagreed, demonstrating a noteworthy tolerance and acceptance of multiculturalism. This finding may reflect the distinctive cultural, historical, or political setting of the nation, which influences views towards diversity and inclusion.

Surprisingly, none of the respondents from the various nations significantly disagree with the assertion. This broad consensus indicates a fundamental shift in how people view diversity and

multiculturalism, which goes beyond a statistical observation. It speaks to a generation that perceives cultural differences as possibilities for growth and enrichment rather than as obstacles and sees diversity as a strength rather than a negative.

others can now interact and work together more easily with others throughout the world because to globalisation and technology improvements. Because of the greater connectivity, Gen Zers are more accepting of different viewpoints and open to picking up ideas from others. The comments reveal a generation that actively seeks out diversity as necessary elements of both personal and professional development, rather than simply being accepting of them.

The information presents a clear picture of a generation that is particularly sensitive to the challenges and opportunities presented by a multicultural society. These observations provide a window into the beliefs and goals of Gen Z, whether it is the overwhelming preference for working in different contexts, the subtle variances among nations, or the widespread rejection of strong disagreement. Their dedication to diversity and multiculturalism, motivated by a profound grasp of the interdependence of our globe and the beauty of its many varied faces, promises to be a defining aspect of their effect as they continue to enter the workforce and shape society.

Q.18. Gender
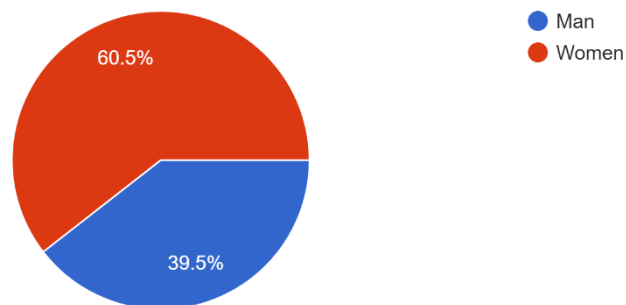
Three of the responses to the gender question were left blank, revealing some differences between men and women. Our comprehension of Generation Z's (Gen Z) attitudes and preferences in the context of the previously mentioned patterns is further complicated by this.
Diversity and Gender Equality: Gen Z's preference for multicultural settings may extend to how they feel about gender equality. Although the distribution of male and female responses may reflect Gen Z's progressive stance on inclusivity, the unequal distribution and some blank responses could also point to a bias in the perspectives that were recorded.
Leadership Styles and Professional Development: Gender dynamics may have an impact on how certain leadership styles are preferred by Gen Z. It's possible that different genders have varying preferences for leadership philosophies or chances for career advancement. The absence of any responses could be interpreted as a lack of interest in the question or as a more general trend among the sampled demographic.
Preferences for Work Flexibility and Remote Work: Gender roles and expectations may have an impact on how Gen Z feels about work flexibility and remote work. The distribution of answers and the blank responses might make it harder to understand these preferences.
Globalisation and multiculturalism: The willingness of Gen Z employees to work in a diverse environment may differ by gender. Greater gender equality in representation might shed more light on how various genders view the advantages and difficulties of working in a multicultural environment.

Understanding the Blank Responses: The absence of a response can mean a number of different things. It might signify a refusal to disclose gender, a non-binary or alternative gender identity, or just an oversight. Understanding the reasoning behind the blank answer could offer more information about the attitudes and preferences of Gen Z, particularly with regard to gender issues.

In conclusion, the distribution of gender responses, including those that were left blank, is a crucial factor to take into account when trying to understand the attitudes and preferences of Generation Z. It might have an impact on how we perceive the generation's dedication to inclusivity, diversity, and equality. Future research might seek to address this imbalance in order to obtain more accurate insights, as the current distribution and the blank responses might limit our ability to fully capture these nuances.

5 Findings

My work, spanning four distinct nations with unique cultural backgrounds, has revealed a significant alignment in the perspectives of young individuals when it comes to operating in a multicultural business environment and adopting remote work. These insights not only affirm my initial hypothesis but also highlight the adaptable nature of Generation Z. This group showcases impressive adaptability, displaying a capability for both solo tasks and collaborative efforts, marking a shift from the conventional emphasis on in-person communication.

Data visualization from Question 11, along with other visual data, offers strong evidence supporting my second hypothesis. It's significant to note that over 70% of participants have a positive view of remote work, though there are slight variations in work hour preferences across nations and individuals. This subtle variation can be linked to Generation Z's natural preference for adaptability and wise financial decision-making. Furthermore, the repercussions of the Covid-19 pandemic have sparked not just a preference for the convenience of working from home but also a longing for interactions within a physical office space, emphasizing the generation's aim for balanced social interaction.

A closer look at the visual data reveals a clear trend: a large portion of Generation Z individuals have already gained considerable experience in multicultural settings, through work commitments, Erasmus terms, internships, and similar experiences. This blend of varied experiences has had a profound influence on many aspects of their lives, intensifying their eagerness to continue participating in such vibrant environments in their upcoming professional journeys. These findings robustly confirm my third hypothesis, spotlighting the generational appreciation for and the benefits gained from a culturally varied work environment. In conclusion, my work not only emphasizes Generation Z's professional attitudes aligning with my hypotheses but also unveils a complex tapestry of adaptability, drive, and a pursuit for significant interpersonal connections in today's work scenario.

"Over half of Gen Z perceives themselves as a diverse generation and aspires to work in a multicultural setting."

6 Conclusion

Generation Z stands out as a generation with distinct values and attitudes that have the potential to redefine societal norms. Their commitment to principles such as social justice, inclusivity, environmental sustainability, and ethical conduct is not a fleeting trend but a deeply rooted conviction. These convictions influence their choices, from educational pursuits to career paths and personal decisions.

Despite the study's limitations, which were primarily based on a sample from select European and North American countries, the findings suggest a remarkable consistency in the values and attitudes of Generation Z. This consistency, observed across diverse geographical contexts, underscores the universal orientation of this generation. Such a phenomenon indicates a cross-generational shift that transcends national borders, emphasizing the interconnected aspirations and values of today's youth.

One of the most defining traits of Generation Z is their adaptability. This adaptability is not confined to their professional choices but extends to their personal lives. They exhibit a willingness to embrace diverse perspectives and have a natural ability to thrive in varied environments. Their preference for flexible work arrangements, such as telecommuting and collaborative workspaces, reflects their understanding of a balanced lifestyle that seamlessly integrates personal well-being with professional fulfilment.

The potential of Generation Z to influence both the corporate world and broader societal dynamics is immense. Their global perspective is not just a reflection of their exposure to a connected world but signifies a deeper, adaptive mindset that harmoniously blends values, attitudes, and preferences.

In essence, Generation Z emerges as a cohort equipped with the skills and mindset to address future challenges. They are poised to assume leadership roles and influence the direction of societal advancements. Recognizing and understanding the values and attitudes of this generation is paramount for decision-makers in various sectors, from business to politics to education. As we look ahead, it becomes evident that Generation Z is at the forefront of ushering in an era marked by empathy, innovation, and ethical conduct.

6.1 Recommendations

For managers and employers to apply these practices:
- Offer the opportunity to work from home but also the opportunity to come to the office
- Don't tolerate discrimination (they value a multicultural environment)
- Trying to hire diverse people

For our students to consider this advice:
- Inform and prepare yourself when working with colleagues from different cultures (just the desire for it will not be enough)
- Be specific and set your boundaries according to your working style.
- Have an open mind, as there will be people from other cultures, generations, or
- religions that will have different values than you.

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