



Mastering the Maze: Effective Strategies for Gen Z Talent Acquisition

28 Aug 2024



- Who is Gen Z?
- Gen Z views on Employee Value Proposition (EVP): Findings from OulbyZ's 2022/23 pilot study
- Unique Value Propositions in EVPs
- Key Takeaways

Who is Gen Z?



❖ **Born between 1997 and 2012**

- ❑ 2024 Age: 27 and below

❖ **Digital Natives:**

- ❑ Gen Z has grown up with the internet, smartphones, and social media. They are highly proficient with technology and digital communication

❖ **Diverse:**

- ❑ This generation is more diverse in terms of ethnicity, culture, and experiences compared to previous generations

❖ **Socially Conscious:**

- ❑ Gen Z is known for being socially aware and active in advocating for social justice, environmental sustainability, and equality.

❖ **Value-Driven:**

- ❑ They prioritize authenticity, transparency, and ethical behavior in both personal and professional contexts



**Information
Overload!**

Gen Z's impact across ASEAN : Population, Culture, Technology and Economy



Population

- 24% of ASEAN
- 2025: 1 in 4 employees Gen Z

Culture

- Individuality and Expression leveraging SocMed
- Communities, Memes, Viral Challenges
- Supporting brands that align with their values and advocacy



Technology

- Individuality and Expression leveraging SocMed
- Communities, Memes, Viral Challenges
- Supporting brands that align with their values and advocacy

Economy

- Preference for quality and uniqueness
- Spending patterns and dynamics
- Entrepreneurial spirit: side hustles and gigs







Gen Z Views on EVP: Findings of 2022/23 Pilot Study

Aims of this pilot study

This study aims to test the claim that a good EVP raises employee engagement and reduces employee turnover in relation to the Gen Z workforce employed in the Financial Services sector across ASEAN. Deloitte found that 4 in 10 Gen Z employees wanted to leave their jobs over the next 24 months, with more than a third of them likely to do so without finding another job (2022). The management of human resources to maintain organizational success over the long term is impacted by high Gen Z turnover. This qualitative pilot study intends to comprehend the views of Gen Z employees regarding whether including Job Embeddedness theory components in addition to typical EVP promises gives them a better understanding of the mission and culture of the organization, hence lowering the likelihood of voluntary turnover.

Methodology and approach of pilot study

Descriptive	Details
No of Participants	200
Geographical Coverage	ASEAN
Background of Participants	<ol style="list-style-type: none"> 1. Born between the years 1995 to the year 2003 , with minimum age of 20; 2. Employed in International MNCs; 3. Graduated with a degree of at least a Bachelor's degree; 4. Currently employed and have worked for their current organization for at least six months; 5. Are not personnel working in the human resources division to eliminate any bias to this study.
Excluded from scope	Wages and benefits, both fixed and variable.
Methodology	Semi-structured interview (10 questions), conducted virtually in Q2/2023.
Data Analysis Strategy	Qualitative Content Analysis (QCA), on hybrid deductive and inductive coding.

Methodology and approach of pilot study

Criteria	Category	Frequency
Age	21-24	60
	25-28	140
Gender	Female	80
	Male	120
Education	Bachelor's degree	200
Employment status	Full time employment	200
Tenure in organization	>6 months to 3 years	135
	>3 years	65
Role in organization	Managerial staff	145
	Non-Managerial	55

Employee Development

60% of the respondents stated that for Gen Z employees to consider joining any business for employment, employee development should be explicitly stated in the EVP.

- a. “employee value proposition that I want to mention is giving the employees opportunities to experience, ... exchanging, involving in any sort of program that allows them to change experiences in other, across business functions or in other countries”.***
- b. “The organization should promote, package, and focus ...EVP and experiment mindset, where individuals are expected to make errors and fail, but they value the effort and the lessons they may learn from it.”***

Leadership

The Job Embeddedness theory of Links extensively defines leadership support and its support system Employee turnover intentions are mediated by the Leader-Member Exchange (LMX). All of the respondents said when asked that this would be a key reason why they would join an organization. What became clear from the responses was that, even though this was absent from their EVPs, they had nevertheless done their research to learn more about the leadership culture of their potential employers.

- a. *“the relationship you have with your line managers, who are senior leaders, as well as what I refer to as a support system”*
- b. *“I doubt people would respect the company all that much, even if they paid well and had a good name, if the manager didn't help the staff when they needed it.”*
- c. *“people in the top management levels ...they really possess the core values that the company uphold”*

Workplace Culture

The respondents' top three reasons for sticking around in an organization were innovation, freedom of expression, and experimentation. The second most important aspect driving an employer's appeal and motivation to remain in an organization was the sentiment that was expressed in their comments.

- a. *"Gen Z would prefer a company where they could express their ideas without restriction, put them into action, and then showcase them without excessive bureaucracy."*
- b. *"In comparison to folks from previous generations, Gen Z is more innovative."*
- c. *"we grew up in a different environment, our expectation, our needs and our priorities differ greatly from the previous generation, meaning of work, opportunity to learn, psychological safety, and a kind of independent and freedom in what we are doing"*
- d. *"people are encouraged to take more action ... which paralyzed experiment and that's the obstacle to growth to try new thing to innovation"*
- e. *"I think first one is, the company should promote should, should package the EVP and centered on ...experiment mindset where people are going to make mistakes, people are going to fail, but they value the effort and the learning out of that."*

Limitations of this pilot study

1. The respondents all worked for major international corporations across ASEAN. More insights could have been gained from interviewing Gen Z employees from Locally incorporated companies, Start-ups and Small and Medium Enterprises.
2. All these employees are fully employed. Insights from Gen Z employees who recently left their employment (<3 months) may provide some richer insights on factors influencing their voluntary turnover.
3. The findings of this pilot qualitative study should be triangulated with a quantitative study on the EVP for validity.

UVP in EVPs





ATTRACTING GEN Z IN ASEAN



Designing your UVPs into your EVP

Job Embeddedness

Team activities and social events strengthen work ties.



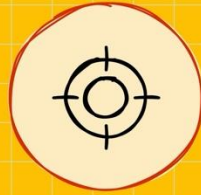
Career Development

Mentorship, training, and skill development for career growth.



Organizational Culture

Promoting diversity, open communication, and employee recognition.



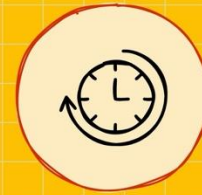
Flexible Work Options

Remote work and flexible schedules for better life balance.



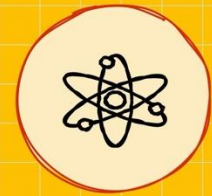
Meaningful Work

Engage in CSR and projects that reflect personal values.



Wellness Focus

Programs for physical, mental, and emotional health.



Some things to consider

- ❖ **Consistency in Messaging** – Unified Brand Voice, Clear and Concise Messaging, and Regular Updates
- ❖ **Targeted Comms:** Audience Segmentation, Personalisation
- ❖ **Visual Consistency:** Brand Guidelines and Consistent Templates
- ❖ **Transparency and Authenticity:** Honesty, Authentic Stories
- ❖ **Engagement and Interaction:** Diverse Channels and Channel-Specific Content
- ❖ **Measurement and Evaluation:** Track Metrics, Continuous Improvement

Key Takeaways

The background of the slide is a solid dark blue. On the right side, there is a decorative graphic composed of several geometric shapes. At the top right, there is a light blue square. Below it, there is an orange square. To the left of the orange square, there is a light blue triangle pointing towards the center. Below the triangle, there is a bright cyan circle. At the bottom right, there is another light blue square. The overall design is modern and minimalist.

Key Takeaways

- ❖ Generation Z represents 24% of ASEAN's population and will constitute 1 in 4 employees by 2025. This demographic's impact spans across Population, Culture, Technology, and Economy, emphasizing the importance of understanding and engaging with Gen Z in these areas.
- ❖ **Employee development** is crucial for attracting and retaining Gen Z employees
- ❖ The **qualities of a leader** are as critical as the brand of an organization when Gen Zs choose to join an organization.
- ❖ **innovation, freedom of expression, and experimentation** are the top three reasons why employees, particularly Gen Z, choose and stay in an organization.
- ❖ **effective communication** within an organization relies on several key principles: consistency in messaging, targeted communications, visual consistency, transparency and authenticity, and engagement and evaluation.

Thank You

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