

American University Kyiv

**PECULIARITIES OF PREFERENCES AND MOTIVATION OF GENERATION Z.
REPRESENTATIVES IN THE LABOR MARKET IN UKRAINE: STRATEGIES FOR
EMPLOYEE RETENTION**

**(ОСОБЛИВОСТІ ВПОДОБАНЬ ТА МОТИВАЦІЇ ПРЕДСТАВНИКІВ ПОКОЛІННЯ Z
НА РИНКУ ПРАЦІ В УКРАЇНІ: СТРАТЕГІЇ УТРИМАННЯ ПРАЦІВНИКІВ)**

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Abstract

The research is dedicated to the peculiarities of Generation Z's preferences and motivations in the Ukrainian labor market and strategies for retaining them in companies. Its goal was to identify the most effective methods of motivation for long-term cooperation with young employees. A combined methodology was used, including a literature analysis and a survey of 13 HR managers of large companies and 212 representatives of Generation Z aged 19-27. The survey was conducted online via a Google form to collect quantitative and qualitative data on motivational factors.

The survey results showed that tangible methods of motivation remain important for attracting young employees, but do not guarantee long-term loyalty. Intangible methods, such as career development opportunities, flexible working hours, a strong corporate culture, and recognition of achievements, are crucial in driving job satisfaction and reducing employee turnover. Generation Z is characterized by values focused on work meaningfulness, technological integration, and company ethics, which influence their choice of employer.

The data analysis showed that on average, young workers change jobs about every 14 months. The main reasons for leaving are insufficient salary and lack of professional development opportunities. At the same time, intangible methods, such as mentoring and support for work-life balance, significantly increase employee loyalty. The study's findings emphasize the importance of combining tangible and intangible approaches to motivation for effective retention of Generation Z employees.

Keywords: *Generation Z, motivation, turnover, retention*

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INTRODUCTION

Today's labor market is undergoing significant changes in the employment structure, primarily due to the entry of Generation Z. As the share of Generation Z employees increases, employers and HR managers must reconsider their recruiting, motivating, and retaining staff. Failure to do so may result in companies losing the opportunity to attract and retain the most talented candidates from the Generation Z cohort. In addition, it may lead to a lack of inspiration and motivation among these employees, which will negatively affect the organization's efficiency. (Singh and Dangmei, 2016).

A high level of communication characterizes this generation through digital platforms, a desire for flexibility in work, and a desire to have a meaningful impact on society. They value inclusivity and diversity in the workplace and are looking for opportunities for professional development. Therefore, organizations need to adapt their recruitment and retention strategies.

Without a proper understanding of Generation Z's specifics, companies may face difficulties in attracting and retaining young talent. Designing workplaces that meet their preferences and needs can significantly improve organizational performance. By understanding the characteristics and preferences of Generation Z, organizations can better prepare for their entry into the workforce. This will not only attract new employees but also ensure their loyalty and productivity in the long run.

Modern businesses must be aware of changes in the structure of the workforce and remain receptive to new developments. Organizations must strive to meet the expectations and requirements of highly skilled workers to maintain a competitive advantage, take a proactive stance, and occupy a unique position in their industry (Arar and Oneren, 2018). It is important to understand Generation Z, whose representation in the labor market will grow steadily every year, and to capitalize on their inherent character strengths.

How does employee turnover negatively affect a company's productivity?

On average, replacing an employee costs between half and two times their annual salary. Why is the price so high? First of all, it includes the cost of hiring and advertising, as well as recruiter fees.

In addition to the direct costs of hiring and training, there are also indirect costs, such as employee vacations. Decreased overall productivity and engagement are some of the unseen results.

Employee turnover affects productivity and leads to financial losses. Less experienced employees tend to produce worse results. There are many who may need more than a few weeks of training before they become really productive. In addition, companies often hire one of their best employees for such training. As a result, they are forced to spend less time on their work.

Whenever an employee leaves a company, their knowledge and skills go with them. According to recent studies, on average, 42% of the knowledge required for a particular position belongs exclusively to the person holding that position. If such a specialist leaves the company, a new employee will spend up to 200 hours of inefficient work to acquire the necessary knowledge. In addition, a skilled employee may go to work for competitors, thereby causing even more damage to the company he left. (Playhunt. (n.d.)

Challenges for Ukraine in terms of staff deficit

Due to the ongoing war and economic instability, a significant number of Ukrainians have moved abroad in search of safety and better living conditions. According to the Ministry of Economy of Ukraine, the country lacks about 4.5 million workers. (Focus.ua, 2024) 71% of surveyed employers experience a significant shortage of staff, which is 3% lower than in the previous wave. 25% experience a partial shortage, and only 4% of companies do not experience a shortage of staff. (European Business Association, 2024)

In the first half of 2024, Ukraine's labor market underwent significant changes due to the ongoing war, which led to a reduction in the labor force in the 15-70 age group by more than a quarter compared to 2021. Almost half of this decline is due to external migration, and about 40% is due to demographic losses, occupation, and the transition to an economically inactive population. Young people under 25 are critical to the recovery and development of Ukraine's economy. Among job seekers in June 2024, 35% were under the age of 25. (National Institute for Strategic Studies, 2024)

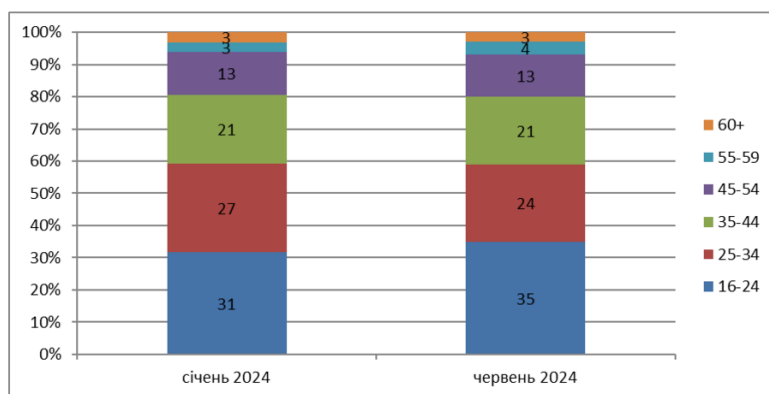


Рис. 3. Розподіл кандидатів на заміщення вакансій за віком, %

Джерело: Work.ua.

Recruiting and retaining young workers in companies has several key benefits:

1. **Innovative potential and adaptability:** Young workers are quick to learn new technologies and work methods, contributing to innovation and increasing the competitiveness of companies.
2. **Long-term perspective:** Investing in the development of young professionals ensures the stability and gradual development of the company, as they can become future leaders and experts.
3. **Flexibility and mobility:** Young people are usually more open to change, which allows companies to adapt more quickly to new challenges and market conditions.

With a labor deficit of nearly 30%, according to the Ministry of Economy of Ukraine, attracting and retaining young people in the labor market is becoming a strategic priority.

CHAPTER 1. METHODOLOGY

This study used a combined methodology that included a literature review, a survey of HR managers and a group of young people with work experience aged 19-27. The first step was to study the available scientific sources, articles and studies related to the topic of generational research, human resource management and youth employment. This analysis allowed us to identify the main trends, problems, and challenges faced by young professionals in the labor market and company managers.

The second stage was to conduct surveys among HR managers. The purpose of this stage was to obtain relevant information on which motivation methods are considered the most effective for employees and what most often influences employees' decisions to leave their jobs. The survey included closed-ended questions, which allowed us to obtain quantitative data. The collected responses were analyzed to identify general patterns of influence of motivation methods on employees' desire to stay in the company (survey results are without age sample).

The third stage was a survey of a group of people aged 19-27. This study aimed to understand their views on the labor market, expectations for career development, motivations and obstacles they face. The survey was conducted using an online survey via a Google form, which provided wide access to respondents and the ability to collect data from different regions.

CHAPTER 2. LITERATURE REVIEW

2.1 Definition and General Characteristics of Generation Z

The theory of generations, developed by U. Strauss and N. Howe, reveals the peculiarities of generations whose representatives have come of age and formed their life positions under different external circumstances, which became decisive in their behavior. Based on the impact of political and socio-economic events in American history, researchers talk about: traditionalists (people born in 1925-1945), Baby Boomers (1946-1960), Generation X (1961-1980), Generation Y (Millennials, 1981-1994), and Generation Z (1995-present). Each of these groups is defined by certain similarities in their preferences, ideals, and values. It should be noted that the dates given by different researchers vary from 5 to 10 years, depending on the specifics of the socio-economic situation of a particular country or region.

Generation Z is the first generation in the last 100 years to be born with an adult attitude to many things. They decide for themselves what to do and how to do it. This is the reason for their high self-esteem. Even though representatives of this generation are just starting to take their first jobs, we can identify their main professional advantages. Representatives of Generation Z have entrepreneurial skills and are economically literate. They are concerned about environmental issues and are tolerant and socially responsible. Generation Z is focused on self-realization, not a career for the sake of a career. Therefore, representatives of Generation Z are more focused on building brands out of themselves or creating their own businesses - there are plenty of examples of successful peers who have become wealthy and famous thanks to social media (Zhmai O., Mozghalova M., 2022).

Generation Z is different from other generations in its increased interest in major global events related to environmental and social issues and is the most ESG¹-clever generation of all previous generations. Today, 60% of Generation Z 'global citizens' want their work to have an impact on the environment.

¹ Environmental, social, and governance (ESG) is a framework used to assess an organization's business practices and performance on various sustainability and ethical issues.

The majority of Generation Z post-millennials live online, preferring searchable video systems and digital platforms, numerous digital communication tools for quick messaging over personal communication. Representatives of Generation Z prefer to influence governments' decisions more often (than older generations) than businesses (70% of Gen Z believe that governments should do more to solve local and global problems. (Stupnytskyy, O., 2022)

2.2 Characteristics and expectations of Generation Z in the workplace

Generation Z expects to work harder than previous generations, and they are realistic due to their 'optimistic skepticism' and 'straightforwardness' in decision-making practices. A Generation Z representative will not respect a company's manager just because he or she has been working for a long time and is twice their age, but for the way he or she has effectively organized the workflow. Even today, company managers must take into account that new, non-standard methods of HR management are needed to motivate talented Generation Z representatives.

For example, today more than a quarter of the US population (25.9%) are representatives of Generation Z, who are eager to start earning money early (76% of young people hope to turn their hobbies into their main source of income). They are a generation that: a) seeks to influence the organizational structure comprehensively - they tend to look for employers with a similar 'on-demand' culture and 'do-it-yourself' mentality, b) prefer to have their workspace, c) are digital natives, d) prefer autonomous communication in the workplace and a 'flat' organizational structure. The latest suggests corporate 'face-to-face communication', 'zero paper business', and a preference for alternative options for growing professional competencies. (Stupnytskyy, O., 2022)

It is a mistake to think that the new generation is only interested in money. Yes, money can tempt anyone and motivate people to work, but it is definitely not at the top of the list of expectations that

Generation Z candidates have for their future employer.

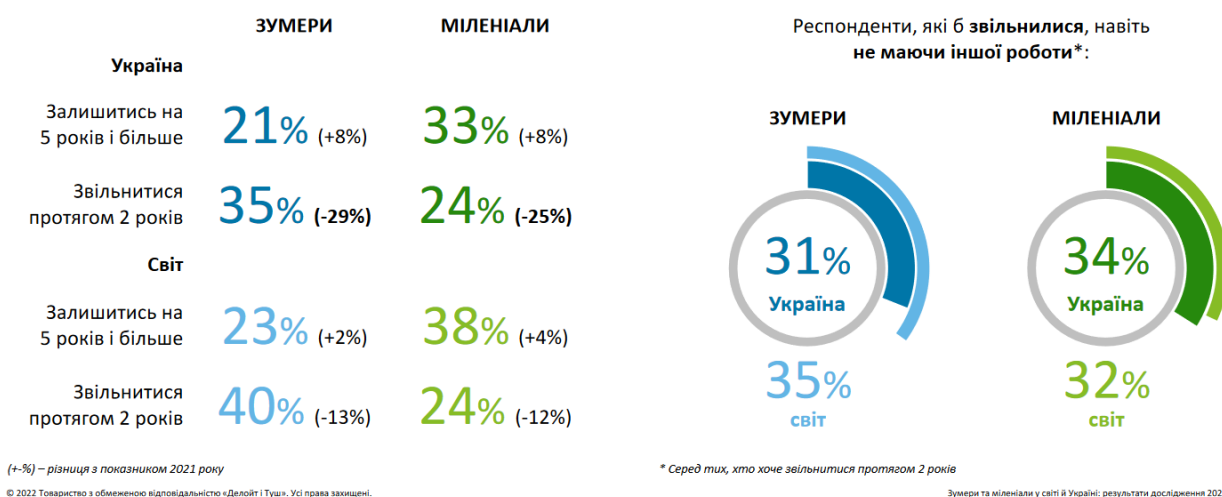
Основні чинники вибору організації:	ЗУМЕРИ	
	Україна	Світ
Баланс між роботою та життям	35%	32%
Відчуття сенсу від того, що робиш	38%	21%
Можливості для навчання та розвитку	36%	29%
Висока зарплата та інші фінансові пільги	26%	24%

Source: Deloitte, 2022

Generation Z is not concerned about money, but about their future. Compared to millennials, who believe they will achieve a higher standard of living than their parents (71%), only 56% of Generation Z share this opinion. At the same time, representatives of the latter generation will focus on their careers and advancement opportunities rather than salaries. (Moheb, A. (n.d.). *5 reasons why you should hire Gen Z candidates now*. LinkedIn. Retrieved November 19, 2024).

77% of Generation Z representatives, according to a recent study by a big data company 'What the Big Data', believe that there should be a work-life balance in their lives. This is confirmed by a study by Deloitte. The ability to maintain a positive work-life balance is a trait that Generation Z admires, and it is more important to them than a job title or financial status. (Press, G. (2024, February 4). *Gen Z: Statistics, data, and trends (2024)*. What's The Big Data?)

For example, Zoomers are more willing to change jobs within 2 years compared to Millennials. Almost a third of respondents who plan to quit their jobs are ready to do so even if they do not have another job. (Deloitte, 2022)



Generation Z is a sophisticated and rather pragmatic consumer group that has adopted from Generation Y the idea that work should be interesting, enjoyable, and meaningful. According to a survey conducted by ZETY among Generation Z representatives, 95% of respondents said that their employment is an important value for them; more than 70% would agree to a salary reduction to do more important work; 61% would choose to work for an organization/company whose purpose goes beyond making a profit. The desire to be independent of anyone and anything, and at the same time to have a relatively high level of income, shifts the focus of Generation Z to new Internet professions such as SMM manager, targeting specialist, visualizer, content maker, story maker, etc. and emerging new infrastructure. (Stupnytskyy, O., 2022)

2.3 Challenges for retaining Generation Z employees

Given that salary remains an important motivation for a long-term relationship with an employer, this method is not as important among Generation Z employees as it is among other generations.

Retaining Generation Z employees (those born after 1995) is a current challenge for today's employers. This generation has unique characteristics and expectations that affect their loyalty to the company.

Generation Z is becoming the core group of young professionals actively entering the labor market. Their characteristics, motivations, and expectations have a significant impact on modern approaches to HR management.

1. Digital awareness

Generation Z grew up in the world of digital technologies and actively uses them in everyday life. They expect modern digital tools to be available at work to help them work effectively. For example, studies emphasize that technological integration of work processes is extremely important for this generation, which increases their productivity and job satisfaction (Rasticova et al., 2024).

2. Striving for the meaning of work

For Generation Z, the meaning of work and its impact on society are more important than mere tangible benefits. They are looking for companies that share their values, including sustainability, inclusion, and social responsibility (Bilan et al., 2022). For example, young workers in Ukraine prefer employers that demonstrate ethical standards and a transparent corporate culture.

3. Flexibility and work-life balance

Flexible working hours, and remote or hybrid working conditions are important requirements of Generation Z. Research confirms that flexibility helps to maintain a balance between private life and work, which is an important aspect of motivating young employees (Chala et al., 2022).

4. Навчання та розвиток

Young workers are committed to continuous development, valuing opportunities to learn and improve their professional skills. Career development programs and access to educational resources play a crucial role in attracting and retaining Generation Z in a company (Rasticova et al., 2024). In Ukraine, such programs have become particularly popular among young professionals in IT, finance, and marketing.

5. Social interaction and inclusion

Generation Z values working in friendly, inclusive teams with open communication. Successful employers create a collaborative environment that encourages the participation of every team member in decision-making (Garai-Fodor et al., 2023).

6. Transparency and feedback

One of the main characteristics of Generation Z is the expectation of honesty and transparency from employers. Regular and constructive feedback stimulates their motivation and provides a sense of meaningful work (Bilan et al., 2022).

7. Focus on stability and competitive payment

While Generation Z is focused on personal fulfillment, the economic situation in Ukraine, including the impact of the war, makes stability and competitive pay important factors in job choice (Chala et al., 2022).

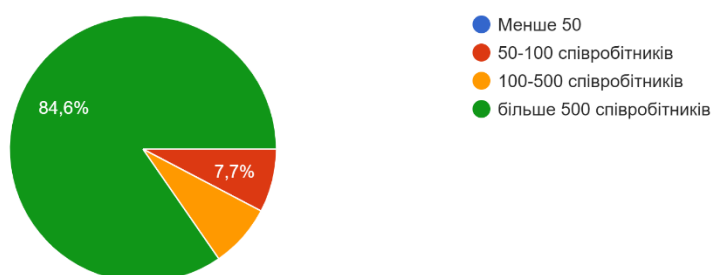
Conclusion

Generation Z brings unique values and expectations to the labor market that require adaptation of traditional approaches to HR management. Understanding their needs - from technology and flexibility to the sense of work - helps employers create attractive working conditions. Integrating these approaches helps to attract and retain the best talent among young professionals.

CHAPTER 3. ANALYSIS OF THE SURVEY OF HR MANAGERS IN UKRAINIAN COMPANIES

In October 2024, I conducted an online survey among HR managers of Ukrainian companies. The survey was conducted using Google Forms and involved 13 respondents. The majority of respondents (84.6%) work in companies with more than 500 employees, and 76.9% of them represent organizations from the retail sector. The purpose of the study was to identify the main methods of motivation and to find out the reasons why employees most often leave.

Кількість співробітників у вашій компанії?
13 відповідей



The research did not distinguish specific age categories of employees, focusing instead on general trends in Ukraine. The results allow us to assess the impact of motivation methods on employee retention, as well as to understand what factors are key when employees decide to leave.

Motivation Methods and their Impact

One of the core questions of the survey was: “What is the impact of financial incentives on employee retention in your company?” The answers were distributed as follows:

53.8% of HR managers said that financial incentives have a “Moderate impact”. 46.2% believe that they have a “Significant impact”. These data indicate that financial incentives are important for retaining staff, but are not the decisive factor.

Reasons for dismissals

At the same time, the financial aspect remains an important factor. The majority of HR managers (66.7%) noted that insufficient salary is the most common reason for employee resignation. This indicates that even in the presence of other incentives, salary remains a critical factor in choosing a job.

The practice of financial incentives

Among the financial incentives used in companies, respondents most often mentioned monthly bonuses:

- Monthly bonuses - 46.2%.
- Bonuses for achieving results - 61.5%.

These programs are aimed at encouraging productivity, but their implementation does not guarantee a significant reduction in staff turnover. The results show that, despite the use of financial incentives, many employees leave their positions, citing insufficient remuneration.

Features of large companies

The predominance of large companies in the sample determined the specifics of the research results. In such organizations, systematic approaches to assessing motivation and HR management are often applied, which allows for high-quality data. At the same time, this can create biases, as the working conditions of HR managers in large companies differ significantly from the realities of smaller enterprises. The use of systematic approaches, such as regular employee surveys and analysis of staff turnover rates, helps to obtain a detailed picture of the motivational needs of staff. At the same time, the data obtained from large companies may not fully reflect the situation in medium and small organizations, where motivational tools and approaches may be less formalized.

CHAPTER 4. ANALYSIS OF THE SURVEY OF GENERATION Z REPRESENTATIVES

4.1 Statistical analysis of the data collected

During the period from October 22 to November 27, 2024, I conducted an online survey via Google form of 212 young people aged 19-27. Young people from different regions of Ukraine took part in the survey - most of them from Zhytomyr region (68%) and Kyiv region (26%). Among the respondents, the largest percentage was made up of young people aged 21-23 - 66%.

Age	Number of respondents
19	1
20	6
21	66
22	58
23	31
24	15
25	18
26	6
27	11

According to the survey, Generation Z employees are significantly influenced by non-material rewards: 31% said they were “very strongly” or “strongly” influenced.



Based on the answers to the question about the importance of non-intangible incentives in retaining employees for a longer period, it is clear that the majority of respondents rated these methods as significant. In particular, 51.4% consider intangible methods important, and 16.5% consider them

very important. This indicates that factors such as recognition, mentoring, development, and corporate atmosphere play an important role in employees' decisions to stay with the company. However, 29.2% said that intangibles are not important, and 2.8% said they have no impact at all. This may indicate that tangible incentives or other factors remain key for some employees. Overall, the data shows that most employees value intangible rewards, but their impact depends on individual priorities and needs.



Based on the data presented, respondents were also asked to choose the five most important methods of motivation in the workplace. Financial remuneration was the top choice, indicating that tangible aspects remain a priority for most employees. Career growth and promotion came in second, demonstrating the importance of development prospects for employees. Flexible working hours and training and development opportunities were also highly valued, emphasizing the current trend toward work-life balance and the importance of professional development. Team atmosphere and teamwork demonstrate the importance of a comfortable work environment. Less popular are the company's social responsibility and corporate events. This may indicate that employees prioritize

individual benefits and working conditions over organization-wide initiatives.



Based on the question about what would motivate young people to stay in the company for a longer time, financial incentives (bonuses, bonuses) were more frequently mentioned. The second most important measure chosen by the respondents was a flexible work schedule or the possibility of remote work. This emphasizes the importance of work-life balance in the current environment. Setting clear goals and objectives is also among the top three, indicating the need for transparency and clear expectations in the workplace.



4.2 Survey results

The research investigated the relationship between the influence of the importance of intangible methods of motivation, such as the presence of a corporate culture, opportunities for development and training, mentoring by management or a senior specialist, flexibility of working hours, recognition and praise, etc. and the frequency of job changes.

For the general analysis of the length of service and the number of job changes, we used the average of the answers of respondents aged 19-27:

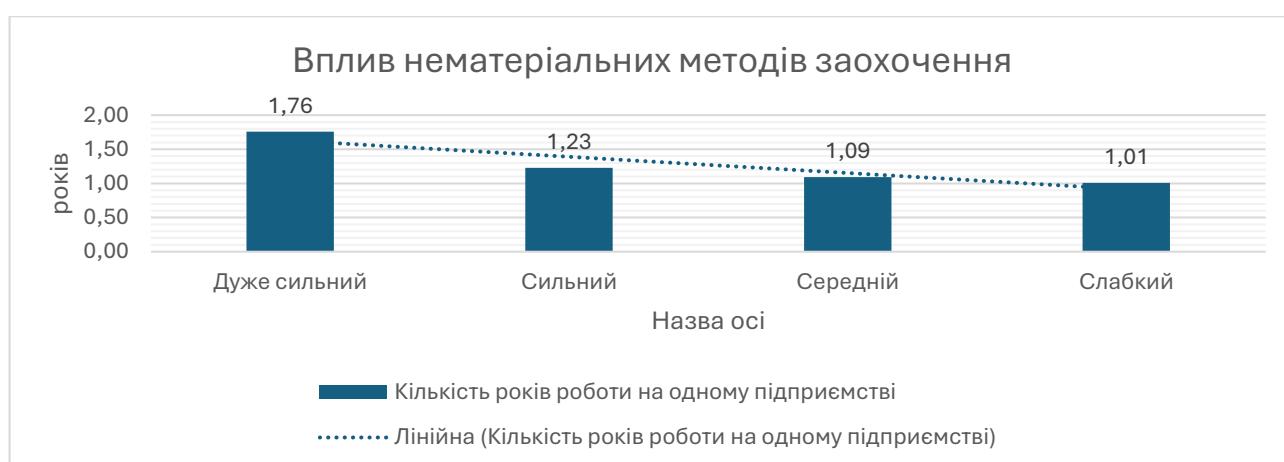
Work Experience	
Less than 1 year	1
1-3 years	2
3-5 years	4
More than 5 years	6

The average work experience among Generation Z representatives is 2.6 years.

The number of changed jobs	
1	1
2-3	2,5
3-5	4
More than 5	6

The average number of job changes among Generation Z representatives is 2.23.

That is, on average, young people work for one company for 1.17 years (approximately 14 months).



For a better evaluation of the data on the relationship between the impact of intangible motivation methods and the frequency of job changes, I took the data for analysis to avoid errors in the average value as much as possible:

- The largest group of young people is 21-22 years old (120 people);
- work experience: less than 1 year, 1-3 and 3-5 years;
- frequency of workplace changes: 1 time, 1-3 times, and 3-5 times.

To analyze the total work experience and the number of job changes, the average of the answers was used:

Work experience	
Less than 1 year	0,5
1-3 years	2
3-5 years	4

The average work experience among Generation Z representatives is 1.63 years.

The number of changed jobs	
1	1
2-3	2,5
3-5	4

The average frequency of job changes among Generation Z representatives is 1.92 years.

That is, on average, young people work in the same company for 0.84 years (approximately 10 months).

After analyzing each grade of influence of intangible motivation methods (very strong, strong, medium, and weak) with the length of service and frequency of job changes, we have the result that employees who greatly value intangible motivation methods at work work almost twice as long in one company - about 17 months - than employees who are weakly influenced by intangible incentives - staying in one company for an average of 9 months.



CHAPTER 5. CONCLUSIONS

Financial incentives remain an important factor in attracting Generation Z employees. Survey respondents emphasized the need for competitive salaries and bonuses that help provide basic financial stability. This is especially important in the context of the war in Ukraine, when the economic situation remains unstable. Young employees strive for financial security as it allows them to adapt to the challenges of modern life. However, financial incentives do not guarantee long-term employee retention. They provide the basis for attraction, but retention requires additional factors, including non-material incentives.

The study shows that employees who recognize the value of non-financial incentives stay with the company twice as long as those who do not. This confirms the importance of such factors as career development, mentoring, team atmosphere, recognition, and corporate culture. In times of war, when stability and support are critical, young people are looking for employers who provide them not only with financial benefits, but also with opportunities for professional development, flexibility, and social support.

Generation Z wants to work in organizations that value their contribution and create favorable conditions for growth. For example, mentoring from experienced colleagues helps young employees integrate into the workflow faster and feel valued. An atmosphere of mutual respect and support in the team helps to build loyalty and reduce stress.

Flexible working hours are one of the most important trends for Generation Z. Young people want to be able to adapt their working conditions to their needs, especially in times of war, when many employees face numerous personal challenges, such as relocation or the need to combine work with volunteer activities. Remote or hybrid employment allows you to maintain a balance between your personal and professional life, which is crucial for motivating young employees.

Flexibility also contributes to increased productivity, as employees feel less constrained in their activities. In addition, it reduces burnout, especially during unstable periods. For Generation Z, the ability to manage their time is an indicator of trust from their employer.

Generation Z demonstrates a high level of mobility, with the average duration of employment in one company being about 10 months. This poses a challenge for employers facing staff turnover, especially in wartime, when the shortage of skilled labor becomes even more pronounced. However, the study showed that non-financial incentives can significantly increase the length of time young employees stay with a company.

It is important for companies to develop strategies aimed at retaining young people. Implementing career development, mentoring, and support programs can help build long-term relationships with employees. In addition, creating a favorable working environment that meets the expectations of Generation Z is a strategically important task.

CHAPTER 6. RECOMMENDATIONS FOR THE EMPLOYERS TO DEVELOP LONG-TERM RELATIONSHIPS WITH GENERATION Z EMPLOYEES

Today Ukrainian businesses are facing difficult times. One of the main challenges is to ensure the basic need to retain employees - to offer competitive salaries that are in line with market conditions.

For companies with limited additional financial resources, retaining young Generation Z employees can be more challenging. However, effective motivation does not always require significant financial outlays. Members of this generation value development opportunities, flexibility, inclusion, and a transparent corporate culture. By using non-financial incentives, companies can reduce employee turnover and attract young talent.

Implementation of the following methods can positively affect employee loyalty to the employer.

Transparency in communication:

- set up regular one-on-one meetings where employees can share their ideas, suggestions, and challenges;
- publish team results, achievements, and plans so that employees feel valued and included in the overall process.

Recognize achievements:

- establish a system of recognition that is low-cost, such as symbolic awards;
- implement public praise, either during meetings or through internal communication platforms.

Development of corporate culture:

- foster a friendly atmosphere in the team through informal meetings, team building, or discussions;
- ensure openness between management levels so that young employees can approach their leaders without fear.

Flexibility and adaptability in work:

- allow employees to choose their own start and end times within the set hours;
- provide the ability to work remotely or in a hybrid model, which is especially important during a time of war;
- consider temporarily redistributing tasks or providing additional days off to maintain employees' emotional balance.

Opportunities for training and development:

- involve experienced employees in mentoring young people. This does not require additional costs, but it facilitates the exchange of knowledge and faster adaptation of young employees;
- organize training sessions where employees share their experience and knowledge;
- create a knowledge base (for example, in Google Docs) that is accessible to all employees;
- encourage employees to use free online courses, webinars, and video lectures on platforms such as Coursera, Khan Academy, or YouTube;
- allow them to work on important tasks and participate in decision-making. This helps build a sense of responsibility and engagement.

Inclusion and social support:

- create working groups or teams where employees can share ideas and help each other;
- organize discussions about socially important projects that employees can join;
- offer group sessions to discuss problems or provide contacts of psychologists who work at social rates;
- involve employees in company volunteer initiatives. For example, organize help for the army, IDPs, or communities affected by war.

Transparency and involvement in decision-making:

- create a simple performance evaluation system that is based on real-world achievements;
- provide constructive feedback that helps employees see areas for growth;
- involve younger employees in discussions about company strategies and development. Their fresh ideas can be valuable to the organization.

Use of technology:

- use free or low-cost tools (Google Workspace, Trello, Slack) to organize your work;
- create an internal communication platform for information sharing and support;
- optimize routine processes with technology so that employees can focus on more creative tasks.

Building an employer brand:

- explain to young employees how their work contributes to the overall goals of the company;
- emphasize the social significance of your activities, which is important for Generation Z;
- publish information about the team's achievements and company initiatives to increase its appeal to young people.

Whether or not Gen Z employees stay with you for the long term, they can improve the organization's reputation and help it continue to attract new young talent.

APPENDIX A. LIST OF SURVEY QUESTIONS FOR HRS

1. The number of employees in your company.
2. The field of activity of your company.
3. What types of material motivation are used in your company? (select all that apply)
4. How often do employees in your company receive material incentives (such as bonuses, bonuses)?
Select all that apply.
5. What is the impact of financial incentives on employee retention in your company?
6. What methods of non-financial motivation are used in your company?
7. What reasons do employees most often cite for leaving your company? Choose three that are most often mentioned.

**APPENDIX B. LIST OF SURVEY QUESTIONS FOR GENERATION Z
REPRESENTATIVES**

1. Your age
2. Indicate your field of activity (industry you work in)
3. What is your total work experience?
4. In which region of Ukraine do you live?
5. What is the size of the city where you live/work?
6. What methods of motivation do you consider to be the most effective for you? Choose the 5 most effective (Financial rewards (bonuses, bonuses), Career growth and promotion, Recognition and praise, Training and development opportunities, etc.)
7. How much do non-financial rewards (such as recognition, mentoring, company's social position, corporate culture, etc.) influence your motivation?
8. How often do you receive financial incentives from management (bonuses, bonuses, salary increases)?
9. How often do you receive non-financial incentives (recognition of achievements, praise, development opportunities)?
10. What do you think has a greater impact on your desire to stay with the company?
11. What measures could be taken by the company to improve your motivation to stay at work for a longer period of time (please select the three most important)?
12. Is the company's social responsibility (participation in charity projects, eco-initiatives, etc.) important to you when deciding on long-term employment?
13. How many times have you changed workplaces in your work experience?
14. Which of the following factors most often influenced your decision to leave your previous job (please select all that apply)?
15. If you had been offered improved non-material conditions at your previous job (e.g. mentoring, management support, better corporate culture, training), would you have stayed?

16. What are the most important reasons that would make you consider leaving your job even if there were adequate financial incentives? (Please select all that apply)

17. How do you assess the importance of non-financial incentives in your decision to stay with the company for a long time?

18. If you were (or already are) an employer, what types of motivation would you implement additionally to retain young professionals in the company?

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