Problem Statement Documentation

Bridging the Gap Between Gen Z Career Expectations and Employer Realities in India

Framework Used: 5W1H

In today's fast-evolving job landscape, a major disconnect has emerged between **Gen Z job seekers** and **Indian employers**. While Gen Z craves purpose, flexibility, and growth opportunities, many organizations still rely on outdated hiring methods and rigid work cultures. This gap has led to frustration on both sides: Gen Z feels unheard and overlooked, while employers struggle to attract and retain young talent.

This document uses the **5W1H framework** to break down the problem, analyze key stakeholder concerns, and propose actionable solutions—backed by real-world insights from platforms like Reddit, Quora, and leading surveys relevant to the Indian market.

1. What is the problem?

Gen Z in India feels overlooked and misunderstood in the job market.

They struggle to find roles that align with their values, while employers find it hard to attract, understand, and retain them.

Example (Reddit):
A Reddit user highlighted the disconnect: "Gen Z is here to change the corporate slavery going on in the name of jobs, corporates need to learn these are people and not just resources." (Source: [Reddit)](#)

2. Why is this happening?

- **Mismatch of expectations:** Gen Z prioritizes flexibility, work-life balance, meaningful work, and inclusivity. Employers often prioritize traditional KPIs like availability, productivity, and loyalty.
- **Lack of communication and feedback loops:** Companies don't always ask what Gen Z wants; Gen Z doesn't always express it clearly either.
- **Misaligned recruitment strategies:** Outdated hiring methods (like lengthy aptitude tests and rigid interviews) don't resonate with Gen Z.

Example (News Article):
A Deloitte survey revealed that career progression and learning opportunities are among the top factors driving job decisions of India's young workforce. (Source: [Rediff)](#)

3. Who is affected?

- **Primary Stakeholders:**
    - **Gen Z job seekers (born ~1997–2012)** – Seeking first or second job roles, often discouraged by rigid systems.

    - **Employers/HR professionals** – Struggling with high attrition, low engagement, and costly onboarding processes.

- **Secondary Stakeholders:**
    - **Recruitment platforms**, **career coaches**, **universities/colleges**, and **training partners** – All impacted by the hiring mismatch.

 A report highlighted that 47% of Gen Z professionals plan to leave their jobs within two years, while as many prioritize work-life balance when evaluating potential employers. (Source: ETHRWorld.com)

4. Where is the problem occurring?

- **At the recruitment stage:** Resumes filtered by old-school metrics (grades, experience) instead of potential.
- **During onboarding:** Gen Z finds induction boring, impersonal.
- **In workplace dynamics:** Lack of mentorship, flexibility, and purpose-driven culture.

Example (News Article):
 Indian companies are adapting HR practices for a young workforce, promoting inclusivity and flexibility to address talent shortages. (Source: @EconomicTimes)

5. When is the problem most visible?

- **Early career stages:** First 1–3 years of employment.
- **Post-pandemic work culture:** Hybrid/remote expectations clash with mandatory office rules.
- **During hiring spikes (e.g., campus seasons):** Employers fall back on generic job roles that don't appeal to new-age aspirations.

Example (News Article):
 A concerning trend reveals young workers, specifically Generation Z, are getting fired at a high rate in the US, with 75% of companies dissatisfied with these hires.

6. How can we address the problem? (Initial action plan)

Step-by-step action plan:

1. **Break down Gen Z expectations:**
   - Conduct short surveys with college students or early jobbers.
   - Collect preferences: pay vs purpose, growth vs stability.

2. **Understand employer bottlenecks:**
   - Interview HRs/managers: what frustrates them? Attrition? Training cost?

3. **Map expectation vs offering:**
   - Create a matrix: "Gen Z Wants vs What Employers Offer"

4. **Analyze gaps:**
   - Highlight mismatches: e.g., employers expect loyalty; Gen Z expects freedom.

5. **Suggest solutions:**
   - Employer side: flexible hours, project-based KPIs, growth roadmaps.
   - Gen Z side: upskill in core areas, improve communication expectations.

Example (News Article):
 A recent Deloitte survey highlights the shifting priorities and concerns of Gen Z and millennial

workers in India, emphasizing the need for purpose, flexibility, and mental wellbeing over traditional job benefits.

Supporting Documentation:

1. Process Documentation (Hiring Life Cycle Issues)

Stage	Gen Z Expectation	Employer Reality	Gap Identified
Job Description	Purpose, impact, learning	Skills list, fixed hours	Lack of appeal
Interview	Transparency, culture fit	Formal, one-sided questioning	No emotional connect
Onboarding	Mentorship, informal orientation	Formal, document-heavy	No bonding
Daily Work	Hybrid model, creative freedom	9–6 rigid routine	Clash of work styles
Appraisal	Frequent feedback, growth paths	Annual review, vague goals	Delayed feedback

2. Stakeholder Identification Document

Stakeholder	Interests/Concerns	Influence	Engagement Strategy
Gen Z Employees	Purpose, learning, flexibility	Medium	Surveys, focus groups
HR Managers	Retention, productivity, cost	High	Workshops, insights reports
CEOs/Founders	Employer brand, culture	High	Strategic alignment sessions
College Career Cells	Placement satisfaction	Medium	Feedback loops, MOUs

Conclusion

The disconnect between Gen Z's job expectations and employers' hiring practices is a real, growing problem in India. By using a structured 5W1H approach, stakeholder mapping, and process analysis, organizations can rethink how they recruit, engage, and retain this next-gen talent pool.