**Problem Statement: Why Gen Z Feels Overlooked in the Job Market and Why Employers Are Failing Too**

**- *Business Context***

Gen Z (born 1997–2012) is coming into the workforce in huge numbers. However, employers are unable to engage and retain them properly. Gen Z perceives that they are invisible during their job search, and organizations denote them as "entitled" or "uncommitted." This mismatch results in lost opportunities, turnover, and tension at work. Both sides needing an understanding and congruent approach are crucial for a healthier job market.

***- Shattering the Issue – The 5W1H Concept***

**1. What**

What's the root problem?

* Gen Z are not getting the jobs they desire. Employers are not keeping the Gen Z hires they make.
* Prime drivers for Gen Z—meaning, flexibility, reasonable compensation—are regularly unfulfilled.
* Bosses say low motivation, high turnover, and "attitude issues."

### *Example*

### Gen Z Perspective: Rejecting Unpaid Tasks During Hiring

A Gen Z job applicant declined to complete a 90-minute unpaid financial modeling assignment, expressing discomfort with investing significant time without clarity on their standing in the hiring process. The CEO shared this exchange online, leading to widespread criticism of the company's approach to unpaid labor during interviews. Many commenters supported the applicant's stance, emphasizing the importance of fair compensation for work, even during the hiring phase.

### Employer Perspective: Intern Declines Assigned Task

An employer recounted an experience with a Gen Z intern who, on the fourth day, refused to undertake a data verification project, stating it wasn't a good use of time and could be automated. The intern's decision led to the task being reassigned, and the employer expressed frustration over the intern's unwillingness to engage with the work assigned.

**2. Why**

Why does this matter?

* High turnover wastes time and resources for companies.
* Gen Z comprises an increasingly large percentage of the workforce—excluding them damages recruitment pipelines.
* Companies not embracing Gen Z values lose talent to those who are.
* *Example:*

An HR representative said they lost a good Gen Z worker because their organization did not have mental health initiative programs.

**3. Who**

Who's involved?

* Gen Z job candidates: students, recent grads, early-career professionals.
* Employers & HR professionals: trying to attract, train, and retain Gen Z.
* Educators & mentors: serving as bridges, seeing the gaps up close.

**4. Where**

Where is this occurring?

* Largely in urban job markets and tech, design, marketing, and startup industries.
* Remote and hybrid setups play an important part in Gen Z decisions.
* Example:

A Gen Z colleague took a remote content opportunity over an enormous corporate offer in Mumbai for lifestyle reasons.

**5. When**

When is tension most apparent?

* At recruitment: mismatch between job descriptions and real tasks.
* After hiring stage: Gen Z quits 3–6 months later when expectations are unmet.
* Example:

My friend left her very first job within two months because it didn't have growth and flexibility opportunities, even though she was super excited at first.

**6. How**

How are both parties responding?

* Gen Z is being more discerning, looking for mental health, remote work, and ethical employers.
* Employers are experimenting with short-term internships, blended roles, and revising perks—but too often overlook the deeper value alignment Gen Z is looking for.

***- Insights & Mismatches***

| **Gen Z Wants** | **Employers Struggle With** |
| --- | --- |
| Flexibility (remote/hybrid) | Return-to-office mandates |
| Purpose-driven work | ROI and productivity concerns |
| Mental health support | Limited budgets and traditional HR |
| Fast growth and mentorship | Rigid hierarchies, unclear paths |

***- Final Takeaway***

To close the gap:

1. Employers must reconsider job design, feedback systems, and purpose alignment.
2. Gen Z should realize that growth can begin slowly but can be aligned with their values over time.
3. If businesses provide purpose, flexibility, and a clear growth path, Gen Z will deliver loyalty, innovation, and energy.