

examining the multigenerational workforce

9 facts managers need to know
to better recruit, motivate and
retain today's professionals





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The transformation of work

- Remote and hybrid work are blurring the lines between personal and work life.
- Understanding generational differences is critical due to:
 - Fierce competition to hire skilled talent
 - High quit rate for top performers

KEY TRENDS

New expectations will become the norm.

- In 10 years, Gen Z workers will make up 30% of the workforce.
- Baby boomers are considering retirement.
- Millennials (Gen Y) will take on senior roles.



Generational breakdown

Birth years of generations in today's workforce

• baby
boomers

(1946-1964)

• millennials

(1981-1996)

• gen x

(1965-1980)

• gen z

(1997-2005)

1940 1950 1960 1970 1980 1990 2000 2010

Everyone agrees

97% of workers see value in a multigenerational workforce. Here's what they like best:



- 1 Wider range of perspectives
- 2 Learning from colleagues with different levels of experience
- 3 Opportunity to improve communication and collaboration skills
- 4 Mentoring or being mentored by colleagues from other generations
- 5 Expanded and diversified networks

9 facts hiring managers need to know

Our key findings can help you better recruit, motivate and retain professionals across all generations.



1. Salary is tops — mostly

- Competitive salary and regular raises matter most to millennials, Gen Xers and baby boomers.
- Flexible work and company culture top the list for Gen Z.

Top 5 influences on job satisfaction

	GEN Z (1997-2005)	MILLENNIALS (1981-1996)	GEN X (1965-1980)	BABY BOOMERS (1946-1964)
1	Flexibility in when and where I work	Competitive salary with regular merit increases	Competitive salary with regular merit increases	Competitive salary with regular merit increases
2	Positive work culture and team dynamic	Fair workload and job expectations	Fair workload and job expectations	Fair workload and job expectations
3	Competitive salary with regular merit increases	Flexibility in when and where I work	Positive work culture and team dynamic	Positive work culture and team dynamic
4	Supportive manager	Positive work culture and team dynamic	Flexibility in when and where I work	Supportive manager
5	Opportunities for career advancement	Supportive manager	Supportive manager	Flexibility in when and where I work

What this means for managers

- Competitive salary and regular raises matter most to millennials, Gen Xers and baby boomers.
- Flexible work and company culture top the list for Gen Z.



What this means for managers

- Ensure your compensation is competitive.
- Provide in-demand perks.
- Offer flexible work.
- Provide opportunities for collaboration.
- Invest in professional development.



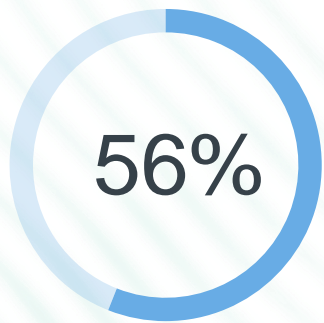
2.

Gen Zers want the best of both worlds

- They want it all — even if it seems contradictory.
- Gen Z wants the freedom to decide when and where to work.
- But they don't want to miss opportunities that arise from in-person work.
- Working from home = extra hours, but they still report high job satisfaction.

How workers want remote and hybrid work to evolve

Most concerned about work-life balance, well-being

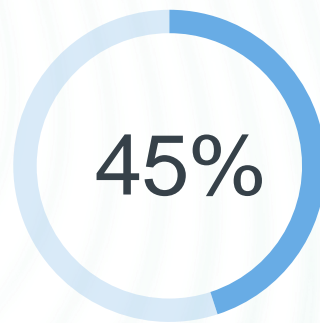


MILLENNIALS
(1981-1996)



GEN X
(1965-1980)

Most concerned about when/where they work

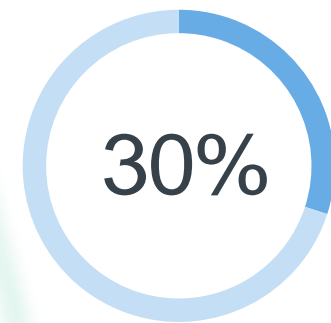


MILLENNIALS
(1981-1996)

Want more purposeful in-office work

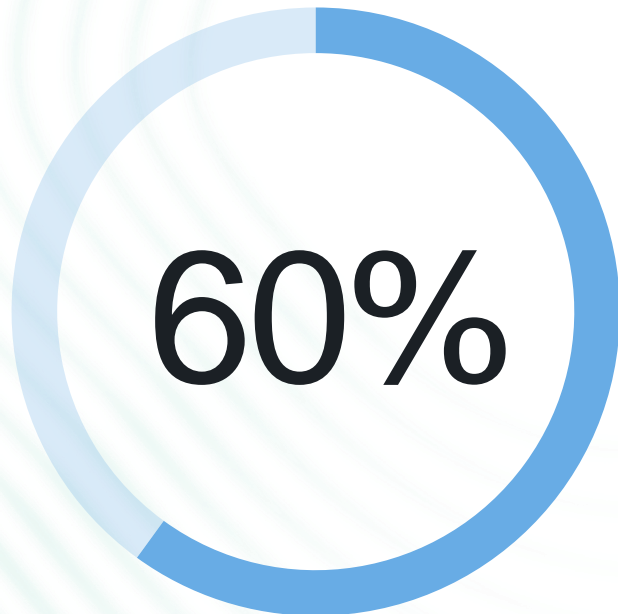


GEN Z
(1997-2005)



MILLENNIALS
(1981-1996)

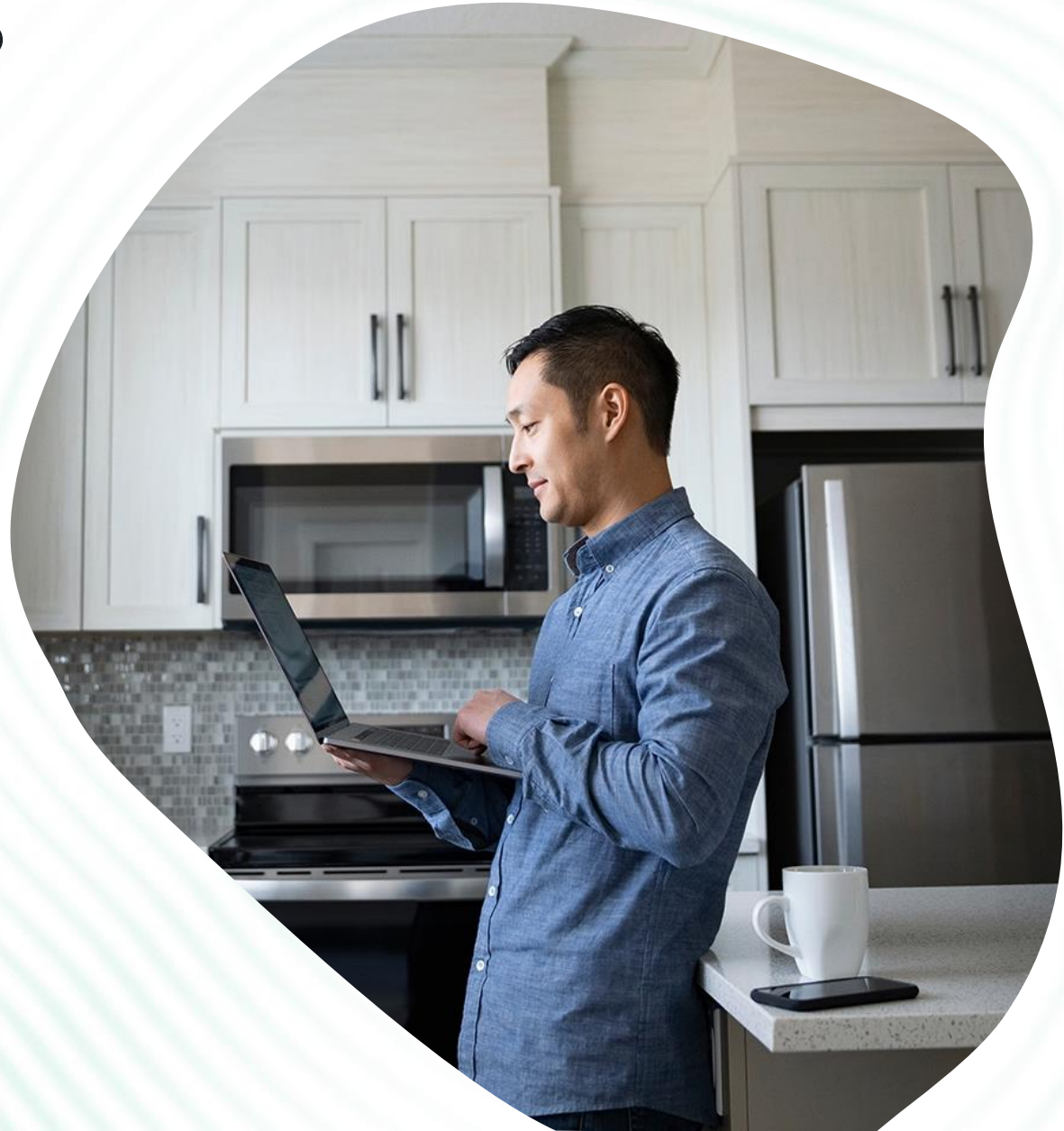
How workers want remote and hybrid work to evolve



of Gen Z professionals are concerned about being visible for project opportunities and promotions when not working in the office.

What this means for managers

- Offer remote and hybrid work.
- Encourage employees to work at home — with exceptions when necessary.
- Create a mentorship program.
- Look for reverse mentoring opportunities.



3. Millennials want to spread their wings

They are moving into leadership roles.

55%

want autonomy +
feedback.

46%

want more
collaboration.

45%

want flexibility in
when and where
they work.

What this means for managers

- Resist micromanaging and provide space to grow.
- Counsel managers on how to work with multiple generations.
- Provide technology support for remote work.



4. Boomers are least worried about AI — yet also least prepared for it

73%

aren't concerned about AI's impact.

48%

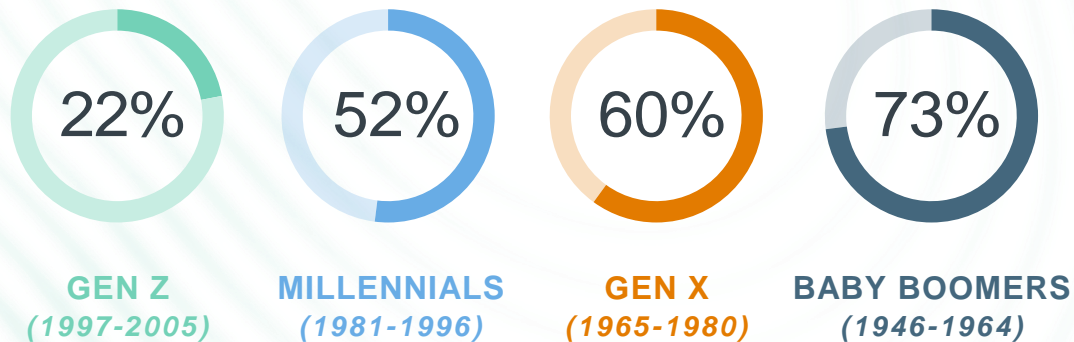
would retrain for new jobs.

31%

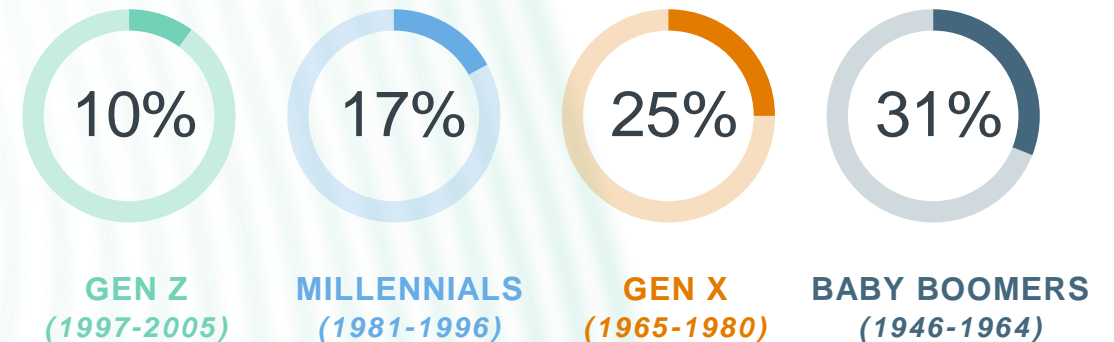
aren't sure what they would do.

Gen Z is much more concerned about AI

Percentage of workers unconcerned about how automation and AI will affect their job



Percentage of workers unsure how they'd react to AI affecting their job



What this means for managers

- Provide training opportunities to update skills.
- Assure staff that you'll help prepare them for digital transformation.
- Support Gen Z's career goals.
- Host brown bag discussions where employees can teach one another.



5.

Flexible work will set your company apart

- Professionals expect flexible work arrangements.
- They cite many advantages of working from home.

BENEFITS OF REMOTE WORK

- **No need to commute**
- **Improved morale and work-life balance**
- **Greater productivity**
- **Cost of living potential**

- Returning to the office could be a deal breaker.

Employees favor flexible work opportunities



32%

of workers would take a pay cut to work remotely full time.

49%

of workers say flexibility in when and where they work influences whether they accept a job offer.

54%

of workers say their dream job would allow work flexibility.

What this means for managers

- Offer remote and hybrid work to make your company more attractive to candidates.
- Broaden your hiring pool.
- Create valuable opportunities for in-office events.
- Give new hires opportunity to work on-site.

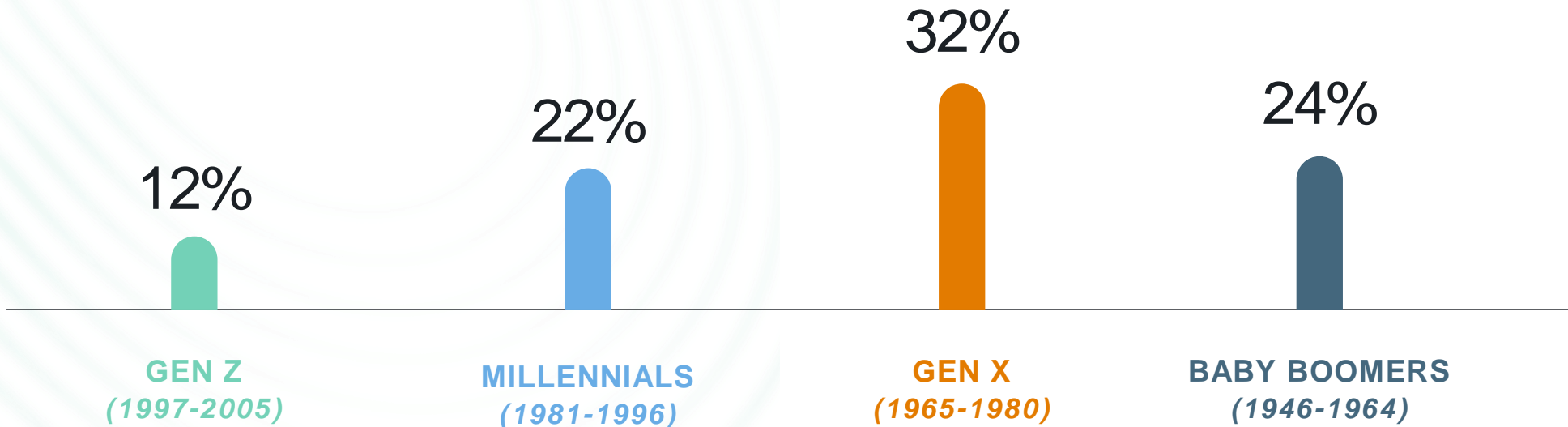


6. Gen X appears content, but pay may be an issue

- They are comfortable in their careers.
- They like to forge strong relationships.
- Still, there's some dissatisfaction with compensation.

Workers feel underpaid

Gen X professionals are more likely than other generations to feel underpaid.



What this means for managers

- Don't underestimate the importance of compensation.
- Ask if employees feel fairly paid in one-on-one sessions.
- Have regular career discussions with your team.



7. Many younger professionals would quit to pursue contract work

- Workers appreciate the benefits of contract jobs.
- Younger workers see it as a way to broaden skills and experience.
- Gen Zers are more likely to seek contract work.

Gen Z workers are most likely to pursue contract work



Part-time contract or consulting work plus a permanent job:

54%



A full-time career as a contract professional or consultant:

50%



Multiple part-time contract or consulting roles:

47%

What this means for managers

- A challenging hiring landscape makes interim workers more valuable.
- Bring in contract talent to reduce the burden on full-time employees.
- Encourage interim workers to stretch and gain new skills and experience.



8. Some deal breakers are shared, but key differences persist across generations

- Generations agree on why to leave a job:
 - Lack of work flexibility
 - Need for better benefits and perks
- Gen Zers and millennials most want flexibility.

Top job offer deal breakers

	GEN Z <i>(1997-2005)</i>	MILLENNIALS <i>(1981-1996)</i>	GEN X <i>(1965-1980)</i>	BABY BOOMERS <i>(1946-1964)</i>
1	Unclear or unreasonable job responsibilities, reporting structure and career path	Lack of salary transparency	Lack of salary transparency	Unclear or unreasonable job responsibilities, reporting structure and career path
2	Poor communication with the hiring manager	Unclear or unreasonable job responsibilities, reporting structure and career path	Unclear or unreasonable job responsibilities, reporting structure and career path	Lack of salary transparency
3	Lack of salary transparency	Poor communication with the hiring manager	Poor communication with the hiring manager	Poor communication with the hiring manager
4	Mismatched job title and required experience or education	Mismatched job title and required experience or education	Misalignment with company culture and values	Misalignment with company culture and values
5	Misalignment with company culture and values	Misalignment with company culture and values	Mismatched job title and required experience or education	Mismatched job title and required experience or education

What this means for managers

- Consult industry sources to ensure pay and benefits are competitive.
- Give employees flexible work options.
- Be upfront about salary and job expectations.



9.

Team and managerial support are key motivators across the board

Strong relationships top the list of motivators in the workplace.

4 IN 10 PROFESSIONALS

said that being on good terms with team members is their primary motivation.

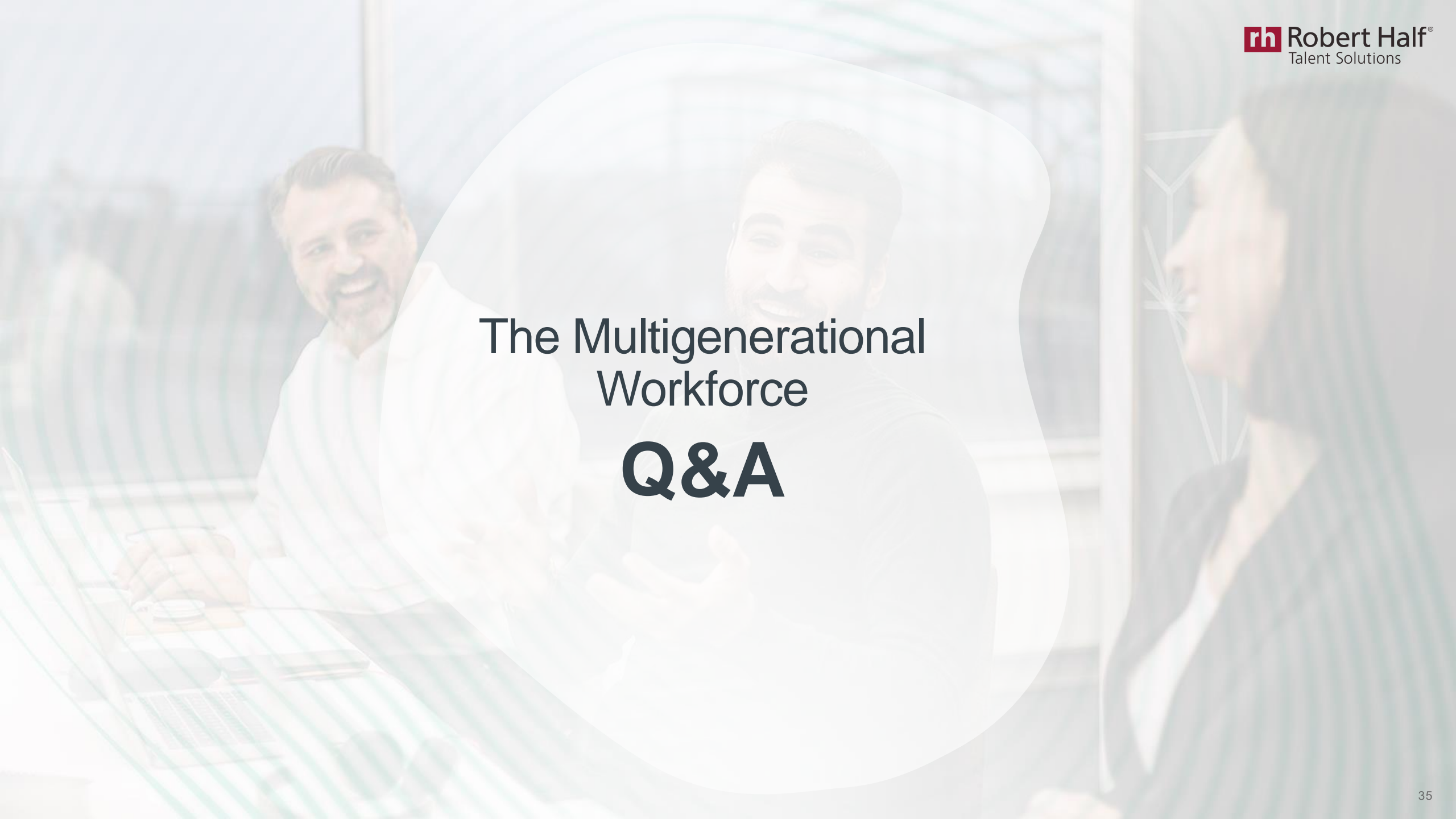
Workers' motivations

	GEN Z (1997-2005)	MILLENNIALS (1981-1996)	GEN X (1965-1980)	BABY BOOMERS (1946-1964)
1	Good relationships with colleagues	Good relationships with colleagues	Good relationships with colleagues	Good relationships with colleagues
2	<i>(tie)</i> Manager's guidance and support <i>and</i> Raise or promotion	Increased flexibility in when and where they work	Increased flexibility in when and where they work	Increased flexibility in when and where they work
3		Raise or promotion	Recognition for accomplishments	Manager's guidance and support
4	Increased flexibility in when and where they work	Manager's guidance and support	Manager's guidance and support	Alignment with company culture and values
5	Clear career path at their company	Clear career path at their company	Raise or promotion	Recognition for accomplishments

What this means for managers

- Create opportunities to connect for business and social events.
- Recognize your employees for a job well done.
- Help your team with career plans and other needs.





The Multigenerational Workforce

Q&A

Research Methodology

The data in this report is from surveys developed by Robert Half and conducted by an independent research firm in April and January 2023 and November 2022. Each survey contains responses from at least 1,000 workers 18 years or older.

About Robert Half

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