

# The Gen Z WORK CODE

WHAT **DRIVES**, **ENGAGES**  
AND **RETAINS** THEM



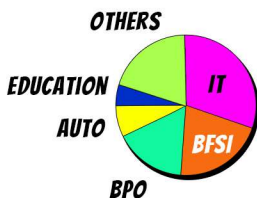
**VOICES @ WORK**

A  **naukri** REPORT

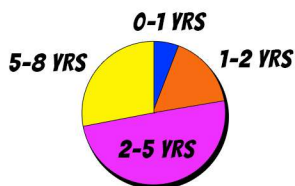


**23,000 Gen Z Professionals** across 80+ industries have shared their real, unfiltered opinions about what drives the **Gen Z workforce** in corporate India. No guesswork, no assumptions – **just the truth about what truly matters.**

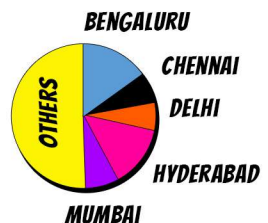
### Distribution of **Gen Z** respondents by **industry**, **experience** and **city**



By Industry



By Experience



By City

**50%**

would consider **work-life balance** as the most important factor while evaluating a job offer, besides salary

**81%**

want recognition in the form of **growth opportunities** as compared to public/private appreciation

**KEY  
FINDINGS**

TL;DR for the Busy  
Bosses

**57%**

define career growth as '**learning new skills**' while on the job

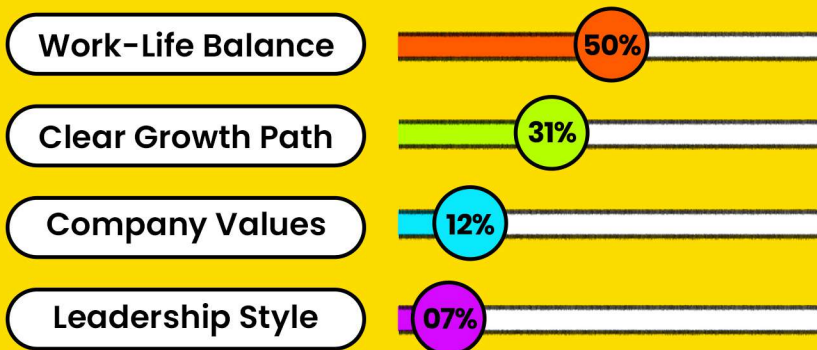
**65%**

value **transparency** above all other company values

**Q.1**

# BESIDES SALARY, WHAT MATTERS MOST TO YOU WHEN EVALUATING A **JOB OFFER?**

**1 in 2** Gen Z professionals rank **work-life balance** as the top deciding factor in a job offer, besides salary.



The older the **Gen Z**, the stronger is the demand for **work-life balance** - peaking at **60%** among those with **5-8 years of experience**.

## ***What This Means for Employers***

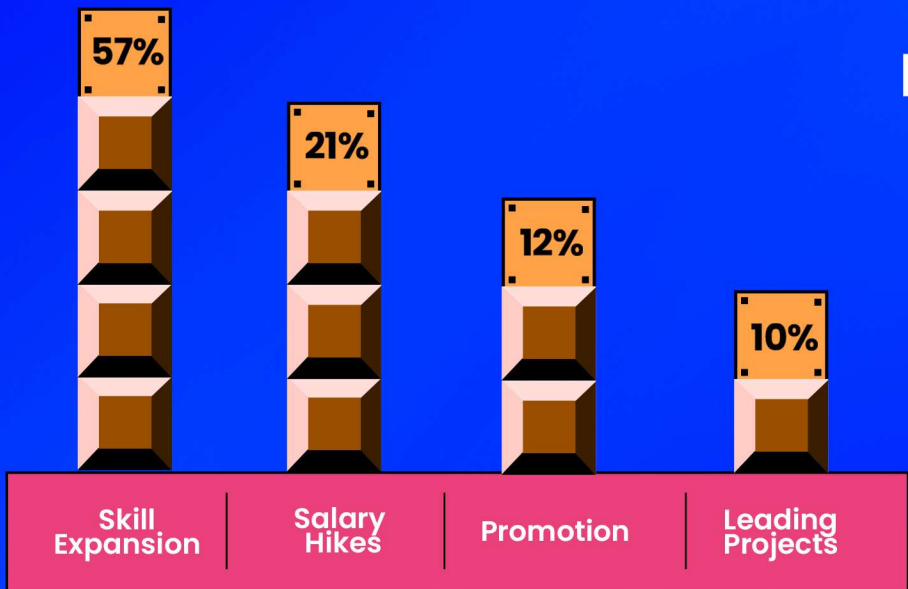
Make work-life balance a real policy, not a poster. Flexible hours & protected weekends are now the best way to retain half your Gen Z workforce.



**Q.2**

# HOW DOES GEN Z DEFINE CAREER GROWTH?

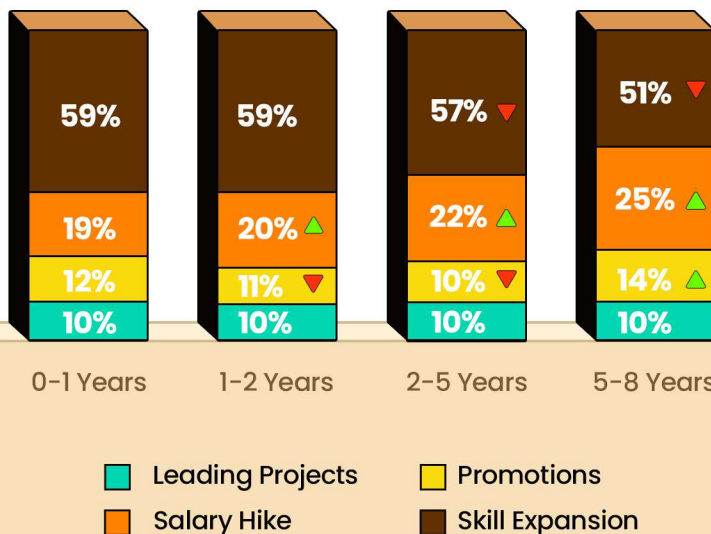
**57%** of **GEN Z** said career **growth = upskilling**, not promotions or salary hikes.



While overall **57% of Gen Zs** define career growth as skill expansion, the number is even higher (as much as 78%!) in creative sectors like **Animation, Design & Advertising**.

## EXPERIENCE SHAPES PRIORITIES

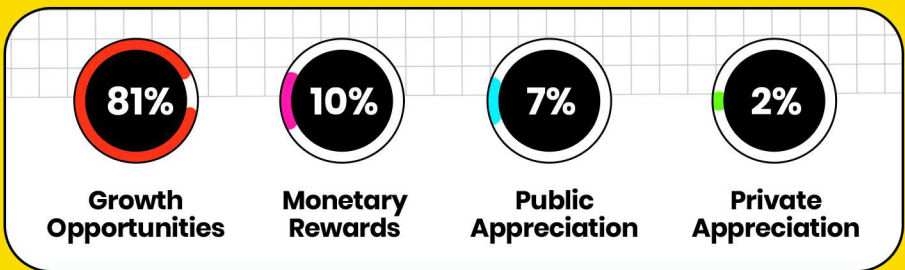
While skill expansion remains the top definition of career growth for Gen Zs overall, preference for salary hikes rises steadily with experience - with **25%** among those with **5-8 years** tenure, tying real progress to better pay.



**Q.3**

# WHAT KIND OF RECOGNITION MATTERS THE MOST?

There is a need for more substantive approaches to employee recognition, since **public & private** appreciation resonates with just **9%** of Gen Zs.



## INTERESTINGLY

Gen Zs in higher salary bands (**15–25 LPA**) still chase monetary recognition (**28%**), while entry-level Gen Zs (**<5 LPA**) place relatively less emphasis on it (**just 8%**).

### ***What This Means for Employers***

Reward top performers with exclusive learning perks — premium courses, certifications, or conference trips.

**Q.4**

# WHAT FACTOR AT WORK IMPACTS YOUR **MENTAL HEALTH** THE MOST?

**34%**

No Work-Life Balance

**31%**

Lack of Growth

**19%**

Toxic Colleagues

**16%**

Micromanaging Boss

**WHILE**

a **micromanaging boss** seems to be the least of Gen Z's concerns, **1 in 4 Millennials** admitted that they feel the burn of micromanagement by their bosses.





We asked both **Gen Zs and Millennials** about their biggest work stressors, and here's how their responses differ.

Toxic Colleagues

19%

20%

No Work-Life Balance

34%

30%

Micromanaging  
Boss

16%

25%

Lack of Growth

31%

24%



Gen Z



Millennials

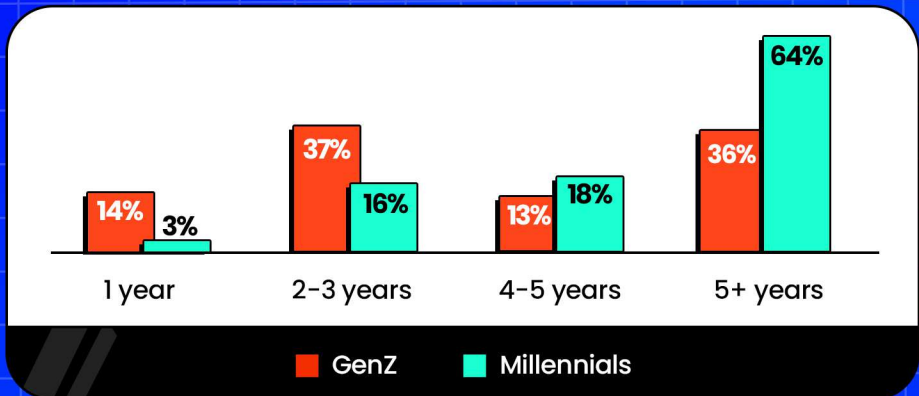
### ***What This Means for Employers***

Build quarterly workload checks into policy. Fixing the gap between balance & growth can reduce absenteeism and quiet quitting.

**Q.5**

# HOW LONG ARE YOU WILLING TO STAY IN ONE JOB?

**14% of Gen Zs** will quit within a year if there's no growth, as compared to **3% of Millennials**.



The higher Gen Zs climb on the salary ladder, the longer they are willing to stay. **56%** of Gen Zs earning **15-25 LPA** are willing to stay for 5 years versus **37%** of Gen Zs earning **2-5 LPA**.

## ***What This Means for Employers***

Roll out 90-day progress check-ins paired with personalised skill roadmaps.

**Q.6**

# WHERE DOES GEN Z GET CAREER ADVICE FROM?

**43%****Friends/  
Mentors****40%****Professional  
Networking  
Sites****13%****Podcasts****04%****Instagram**

## ***What This Means for Employers***

Invest in robust internal mentorship programs and encourage senior employees to build visible profiles on professional networks.

For both Gen Zs and Millennials, **friends & mentors** are the primary sources of career advice, followed by **networking platforms**.

### Friends/Mentors

Gen Z

43%

Millennials

46%

### Prof networking sites

Gen Z

40%

Millennials

45%

### Podcasts

Gen Z

13%

Millennials

07%

### Instagram/x

Gen Z

04%

Millennials

02%



**Q.7**

# WHAT COMPANY VALUES MATTER THE MOST TO YOU?

**65%**

Transparency &amp; Fairness

**11%**

Diversity &amp; Inclusion

**16%**

Environmental Policies

**08%**

Social Impact Focus

In the **5-8** years experience band, **71%** of Gen Zs put transparency first, compared to **63%** of the younger crowd (0-2 years). The **more** the **experience**, the more they demand **clarity**!

*Gen Z is not playing games. They want the truth, the whole truth, and nothing but the truth.*



## ***What This Means for Employers***

The more experience Gen Z gains, the less tolerance they have for opacity. Openness about salary bands & promotions will help keep your strongest performers from quietly exiting.

**GEN Z HAS  
SPOKEN!**



**THE QUESTION REMAINS:**

**IS YOUR COMPANY  
LISTENING?**