

What does Gen Z really want?

Workforce analysis

linq

Ahead of the competition & growing fast.

250.000+

Candidate Profiles

5.500+

Companies

240.000+

Job Applications

5.500+

Successful Hires

75

Educational &
Recruitment Events

HR²⁰²⁰
awards

HR²⁰²¹
awards

HR²⁰²²
awards

Best Youth Employment Initiative



Member of theTHI team

envolve
ENTREPRENEURSHIP

2019 Country Winner

Who we do it for

Deloitte.

uni.systems



skroutz



pwc



ling

Data Analysis: Our Methodology

12K Interviewed Candidates

We have conducted comprehensive market research by interviewing over 12,000 candidates.

Our extensive experience has enabled us to gather invaluable insights into salary trends and expectations within the Greek job market.

Through our interviews, we have been able to accurately capture a wide range of salary data, providing a robust foundation for our salary benchmarks.

3 Candidate Sources

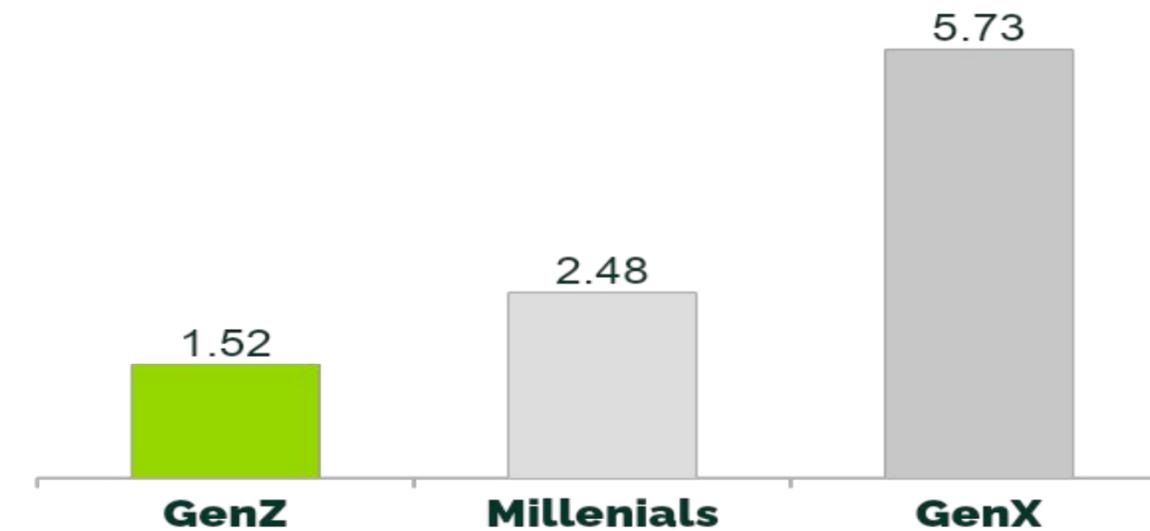
The candidate profiles we have interviewed and analyzed come from 1. LinkedIn candidate outreach, 2. Our own platform with 4,000+ new candidates per month, and 3. Candidate referrals.



Are Gen Z employees simply changing jobs more often, or are their expectations from work fundamentally different?

Job tenure across generations

(in years)



Gen Z job tenure, breakdown by experience

(in years)

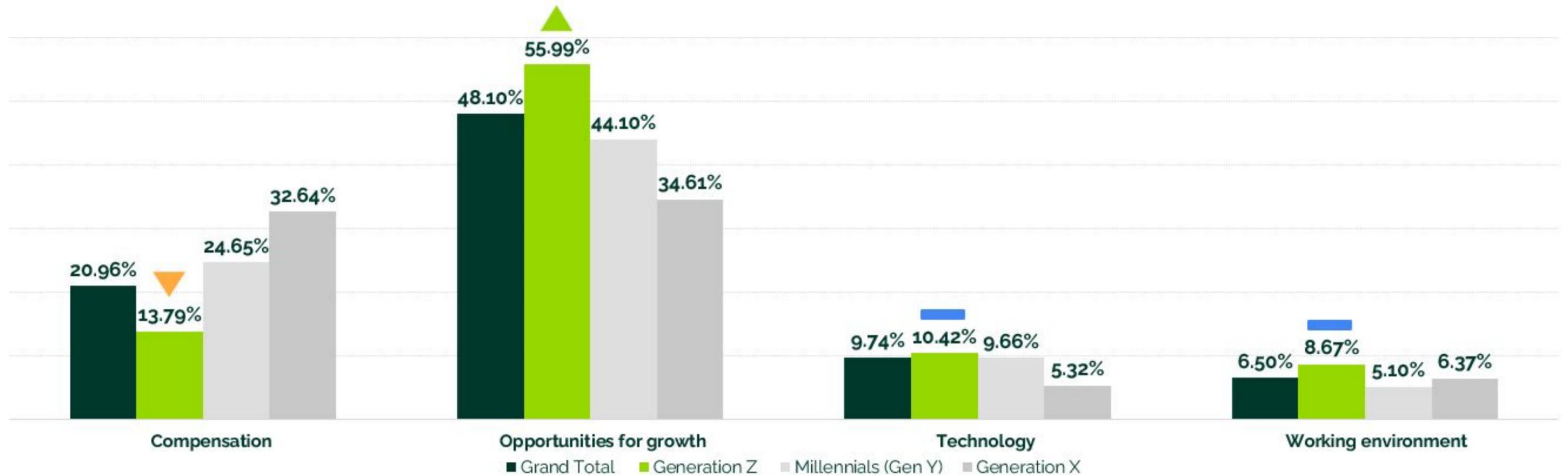


Gen Z careers are marked by **higher mobility in the early stages**, driven by a strong **focus on learning and progression**. As responsibility increases, tenure rises, highlighting the **importance of clear growth paths for retention**.

What motivates them?



Top 4 motivators across generations

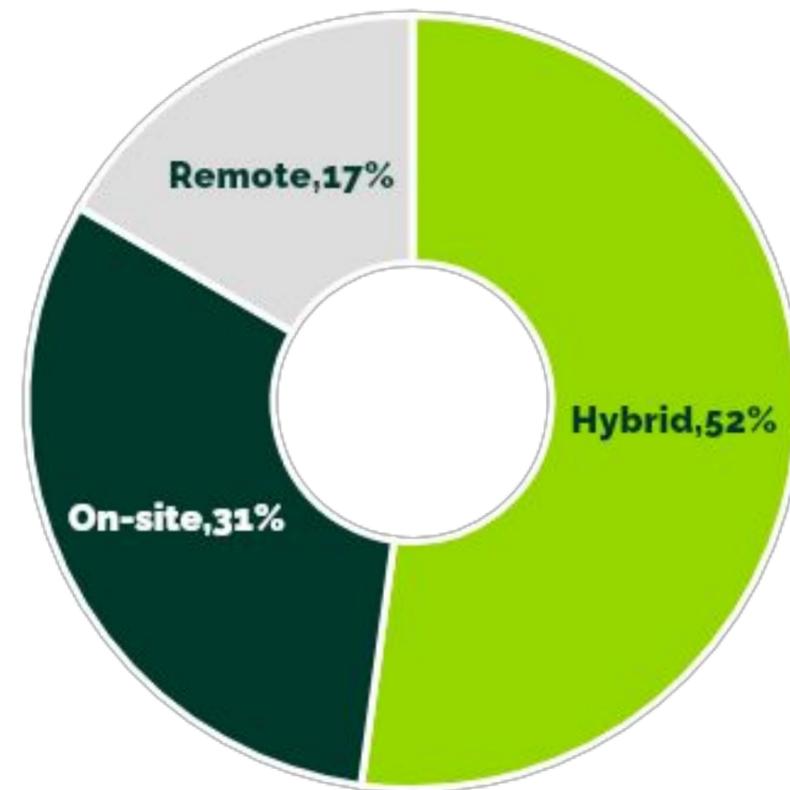


Gen Z places **greater emphasis on opportunities for growth** compared to previous generations, marking a clear **shift in motivational priorities, driven by infobesity and fear of left behind in a fast-changing, tech-driven world**. While **compensation remains important (especially as seniority increases)**, it plays a relatively smaller role for this generation. Technology and working environment continue to matter. **Motivation patterns** remain largely **consistent across gender**.

How Gen Z wants to work

Preferred working model

Across genders, seniority levels, and job functions, **hybrid consistently emerges as the most preferred model**, reflecting a balance between flexibility, collaboration, and productivity



Role-specific exceptions

Onsite dominant roles

- Engineering (60%)
- Logistics & supply chain (56%)

Increased preference on remote

- Data science (23%)
- Consulting (24%)
- Software development (27%)

Gen Z moves toward high-growth, tech & strategic roles

Moving from...

To...

Administration



Marketing, Data Science,
Finance

Business development



Mgmt. Consulting, Sales &
Account Mgmt.

Finance



Management Consulting

Logistics & supply chain



Management, Engineering

Top Skills Gen Z Values

	Area	Top 10 skills
	Administration	Secondary Education, Administrative Assistant, Microsoft Office, Microsoft Excel, Data Analysis, Communication Skills, Organizational Skills, Data Entry, Customer Service, Answering Phones
	Business Development	Sales, Customer Service, Communication Skills, Business Strategy, CRM, Business Analyst, Account Management, Business Development, Key Account Management, Market Research
	Data Science	Data Engineer, Python, Data Analysis, SQL, Data Visualization, Databricks, PySpark, ETL, Data Warehousing, Data Management
	Engineering	AutoCAD, Mechanical Engineering, Project Manager, Electrical Engineering, Mechanical Engineer, Electrical Engineer, Matlab, Production Engineer, Python, Engineering
	Finance	Accounting, Microsoft Excel, Auditor, Financial Analyst, Assistant Accountant, Tax Accounting, Auditing, Financial Analysis, Bookkeeping, Financial Accounting
	Human Resources	Recruiting, IT Recruitment, Talent Scouting, HR Generalist, Recruiter, HR Policies, Talent Management, Communication Skills, HR Metrics, Training and Development
	Information Technology	IT Support Engineer, Java, Communication Skills, SQL, CSS, ERP, HTML, Python, Technical Support, C
	Logistics & Supply Chain	Supply Management, Supply Chain, Communication Skills, Logistics, Design, Inventory Management, Invoicing, Network Optimization, Organizational Skills, AutoCAD
	Management	Digital Marketing, Jira, Analytics, E-Commerce, Market Analysis, Data Analysis, Budgeting, Figma, Business Strategy, Photoshop
	Management Consulting	Business Consultant, Consulting, Business Analyst, ERP/CRM Consultancy, ERP Consultant, Data Analysis, ERP, Microsoft Office, SAP, Machine Learning
	Marketing	Digital Marketing, Communication Skills, Canva, Google Ads, Marketing Generalist, CRM, Content Editing, Copywriting, Google Analytics, Campaign Management
	Natural Science	Analytical Chemistry, Chemical Analysis, Chemist, Quality Assurance Engineer, Quality Control Engineer, Research, Research & Development
	Operations	Business Operations, Project Manager, Communication Skills, Microsoft Excel, CRM, Project Management, Operations Management, Process Optimization, Budget Management, Teamwork
	Sales & Account Management	Sales, Retail Sales, Account Manager, Sales Operations, Key Account Management, Sales B2B, Sales Representative/Advisor, Communication Skills, Customer Service, CRM
	Software Development	JavaScript, HTML, CSS, Full-Stack Developer, Backend Developer, Frontend Developer, Java, Python, Git, C#

Motivation segments



Flex-oriented

Prioritizes flexibility, work-life balance, and (where applicable) a remote model as a key element of quality of life and daily functionality

Avg. tenure/job (years): **1.0**

Avg. experience (years): **2.9**



Growth-oriented

Prioritizes learning, career progression, opportunities for growth, and exposure to technology/projects that build a career

Avg. tenure/job (years): **1.5**

Avg. experience (years): **3.9**



Money-oriented

Prioritizes compensation, total rewards, and recognition as the main form of reward

Avg. tenure/job (years): **2.5**

Avg. experience (years): **5.0**



Practical-oriented

Focuses on practical constraints/parameters such as location, working conditions, and "what works now" (e.g., accessibility, day-to-day compatibility)

Avg. tenure/job (years): **1.0**

Avg. experience (years): **4.5**



Purpose-oriented

Prioritizes impact, values, and meaningful work, with a tendency to choose roles/organizations that align with personal values

Avg. tenure/job (years): **2.3**

Avg. experience (years): **4.7**



Stability-oriented

Prioritizes security, predictability, job stability, and a stable work environment

Avg. tenure/job (years): **2.3**

Avg. experience (years): **5.1**

Retention strategies by segment



Flex-oriented

- Emphasize flexibility as a core benefit: **flexible schedules, hybrid/remote options,** and work-life balance initiatives
- Support **personalization:** allow employees to choose their work patterns where feasible
- Maintain **engagement through variety:** offer projects or tasks that provide autonomy and variety to avoid monotony

Drivers: **Flexibility & autonomy**



Growth-oriented

- **Structure career progression clearly:** defined roles, levels, promotion requirements, and next-step clarity
- Ensure **continuous on-the-job learning:** ownership of projects, rotations, exposure to new tools/technologies, mentoring
- Maintain growth momentum: provide **skill checkpoints** (e.g., 60/90/180 days) with tangible next opportunities

Drivers: **Career progression & ownership**



Money-oriented

- **Make compensation and rewards transparent** and predictable: clear salary bands, bonus/commission logic where applicable
- Provide **visible recognition and fast reward cycles:** frequent performance reviews, spot bonuses, milestones that “unlock” increases
- Offer **meaningful total rewards:** benefits, extra days off, learning budgets, and wellbeing perks. Feeling “fairly rewarded” is key to retention

Drivers: **Fair & visible rewards**



Practical-oriented

- **Reduce daily friction:** provide clear processes, good organization, effective onboarding, and reliable tools
- **Support everyday functionality:** realistic workloads, predictable hours, and hybrid/remote flexibility when possible
- **Location-related support:** offer hybrid/remote options, commute support, or adjustments to make the work model sustainable

Drivers: **Low friction & functional framework**



Purpose-oriented

- **Connect work to impact:** show how the role influences clients, society, or the team, with concrete examples
- **Strengthen value alignment:** culture, ethics, inclusion, and accountability—Gen Z disengages quickly if values are inconsistent
- **Enable autonomy and contribution:** allow input on initiatives, improvements, and decision-making to foster ownership

Drivers: **Meaningful work & value alignment**



Stability-oriented

- **Provide security and predictability:** clear job expectations, long-term career stability, and consistent policies
- **Offer structured work environments:** reliable schedules, defined responsibilities, and minimal ambiguity
- **Build trust through transparency:** consistent feedback, clear promotion paths, and reliable support systems

Drivers: **Security & predictability**

to Sum it Up



- **Set your expectations straight.** They will get bored and move around, especially as they enter the Job Market. Plan on a high churn rate
- **Build ongoing talent flow.** Pre-actively build your recruitment channels so that you always have a talent pool that you can scout
- **Offer them what they want.** Provide development opportunities and an impactful job
- **Pick your wins.** You can't retain everyone, pick your rising stars and focus on retaining them
- **Money and career progression are still key factors,** especially for the highly motivated segment and can be retaining talent factors as well
- **Promote your brand on their mediums.** Stay close to them, communicate your brand, values and benefits, they trust what they know

Ready to
connect with the
right candidates
to fuel your
winning team?

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