



[FOR IMMEDIATE RELEASE]

**Survey on Hong Kong and Mainland Generation Y (Post 80s) and Generation Z (Post 90s)**  
**Results showed differences on workplace characteristics and preferences between**  
**Hong Kong and Mainland Generation Y (post 80s) and Generation Z (post 90s)**

[May 27, 2014 – Hong Kong] In the coming decades, baby boomers (born 1945-1964) will gradually retire and Generation X (born 1965-1979) will succeed to their positions while Generation Y (born 1980-1994) and Generation Z (born in and after 1995) will become the major workforce. In the meanwhile, the Government has been advocating tertiary education for young generations and the number of university graduates on the market has been increasing rapidly. Employers from different professions have to employ this new wave of work force, but are facing challenges in working with them. Recently, Mainland employers have also been facing similar situations and challenges, which has drawn the attention.

On behalf of the Continuing Professional Development Alliance (CPD Alliance), Tamty McGill Consultants International Limited conducted the Survey on Generation Y / Post 80s (born in 1980 – 1994) and Generation Z / Post 90s (born in and after 1995) during January 2010 to May 2014 within the 19 corporate members of CPD Alliance. The objective of the survey is to help employers in different professions understand Generation Y and Z on their characteristics and preferences at workplace, through which employers can develop appropriate strategies and tactics to work effectively with Generation Y & Z and exploit their talents for future business development and professional advancement. Similarities and differences between Hong Kong and Mainland new generations were also explored in this survey this year in order to help employers to establish more thorough strategies for professional development and corporate management.

A total of 3521 questionnaires were collected. The 1713 responding employers come from over 300 organizations in Hong Kong and Mainland in different professions. Respondents' demographic information is shown in Table 1 and Diagram 1 below.

Classification of respondents	Number of Hong Kong respondents	Percentage of Hong Kong respondents	Number of Mainland respondents	Percentage of Mainland respondents	Number of total respondents	Percentage of total respondents
<b>Employers</b>	1481	49.68%	232	42.96%	1713	48.65%
<b>Working Generation Y</b>	366	12.23%	24	4.44%	390	11.08%
<b>Non-working Generation Y (Degree)</b>	494	16.57%	254	47.04%	748	21.24%
<b>Non-working Generation Y (Non-degree)</b>	494	16.57%	11	2.04%	505	14.34%
<b>Studying Generation Z</b>	146	4.89%	19	3.52%	165	4.69%
<b>Total</b>	2981	100%	540	100%	3521	100%

Table 1: Respondents' Demographics

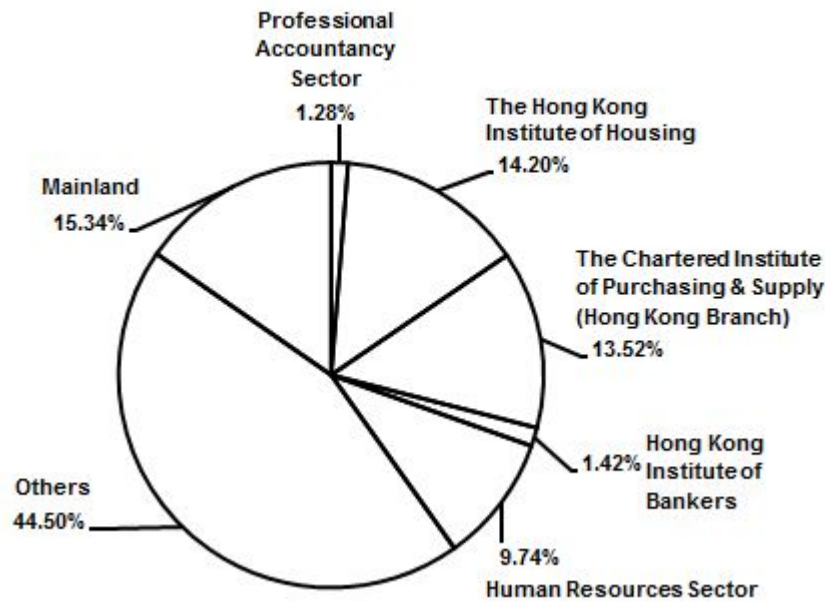


Diagram 1: Respondents' Demographics – Professions' Distribution

**What attributes would Generation Y and Z look for when they choose or stay in a job?**

According to the survey results, all groups from Hong Kong ranked “Monetary Compensation and Benefits” and “Clear and Achievable Career Pathway” within the top 3 important factors which can attract new generations to a job. Working Generation Y from Hong Kong ranked “Interests and Fun” in the fourth place only, while Working Generation Y from Mainland considered “Interests and Fun” as the most important factor when choosing or staying in a job. Furthermore, “Job Security” was regarded by Mainland respondents as an important factor for consideration of a job, which is different from Hong Kong respondents' opinions. (Table 2a & 2b)

Ranking	Employers	Working Gen-Y	Non-working Gen-Y (degree)	Non-working Gen-Y (Non-degree)	Studying Gen-Z
1 <sup>st</sup>	Monetary compensation and benefits	Monetary compensation and benefits	Interests and fun	Monetary compensation and benefits	Monetary compensation and benefits
2 <sup>nd</sup>	Interests and fun	Clear and achievable career pathway	Monetary compensation and benefits	Interests and fun	Interests and fun
3 <sup>rd</sup>	Clear and achievable career pathway	Professional advancement	Clear and achievable career pathway	Clear and achievable career pathway	Clear and achievable career pathway
4 <sup>th</sup>	Flexible timetable	Interests and fun	Professional advancement	Professional advancement	Job security
5 <sup>th</sup>	Professional advancement	Job security	Job security	Job security	Professional advancement
6 <sup>th</sup>	Job security	Flexible timetable	Flexible timetable	Flexible timetable	Flexible timetable

Table 2a: Hong Kong Respondents: Ranking of attributes which Generation Y and Z would look for when they choose or stay in a job



Ranking	Employers	Working Gen-Y	Non-working Gen-Y (degree)	Non-working Gen-Y (Non-degree)	Studying Gen-Z
1 <sup>st</sup>	Monetary compensation and benefits	Interests and fun	Interests and fun	Clear and achievable career pathway	Monetary compensation and benefits
2 <sup>nd</sup>	Interests and fun	Monetary compensation and benefits	Monetary compensation and benefits	Interests and fun	Interests and fun
3 <sup>rd</sup>	Job security	Clear and achievable career pathway	Job security	Job security	Professional advancement
4 <sup>th</sup>	Clear and achievable career pathway	Job security	Clear and achievable career pathway	Monetary compensation and benefits	Clear and achievable career pathway
5 <sup>th</sup>	Professional advancement	Professional advancement	Professional advancement	Professional advancement	Job security
6 <sup>th</sup>	Flexible timetable	Flexible timetable	Flexible timetable	Flexible timetable	Flexible timetable

Table 2b: Mainland Respondents: Ranking of attributes which Generation Y and Z would look for when they choose or stay in a job

**What styles of mentoring would Generation Y and Z prefer?**

Among the four styles of mentor which are listed below, 34.57% of Hong Kong employers thought that the new generations would prefer “Supportive Mentor” who offers assistance when needed at work, while 43.78% of Mainland employers thought that the new generations would prefer “Collaborative Mentor” who offers large amount of freedom at work. Nevertheless, all groups of new generations from both Hong Kong and Mainland chose “Supportive Mentor” as their preference over other styles. Employers and new generations from Hong Kong held the same opinion, which occurs for the first time throughout the past 4 years. However, a mismatch of preference for mentoring styles between employers and new generations has still been found in Mainland. (Table 3a & 3b)

***Four styles of mentor***

- a. A **directive mentor**: Gives all the instructions and rules, and asks them to follow
- b. A **supportive mentor**: Provides support according to situations (e.g. face difficulties, need help)
- c. A **collaborative mentor**: Allows much freedom and let them be in charge of a task or project
- d. An **achievement-oriented mentor**: Sets clear goals, and provides ongoing feedback throughout the whole process of achieving goals

Mentoring Style	Employers	Working Gen-Y	Non-working Gen-Y (degree)	Non-working Gen-Y (non-degree)	Studying Gen-Z
	%	%	%	%	%
<b>Directive Mentor</b>	16.41%	10.11%	12.96%	21.86%	22.97%
<b>Supportive Mentor</b>	<b>34.57%</b>	<b>51.37%</b>	<b>47.77%</b>	<b>46.15%</b>	<b>41.22%</b>
<b>Collaborative Mentor</b>	34.37%	21.58%	15.79%	19.64%	14.19%
<b>Achievement-oriented Mentor</b>	14.65%	16.94%	23.48%	12.35%	21.62%

Table 3a: Hong Kong respondents: Style of mentor which Generation Y and Z would prefer



Mentoring Style	Employers	Working Gen-Y	Non-working Gen-Y (degree)	Non-working Gen-Y (non-degree)	Studying Gen-Z
	%	%	%	%	%
Directive Mentor	9.44%	18.67%	12.25%	18.18%	5.26%
Supportive Mentor	30.47%	<b>33.33%</b>	<b>48.22%</b>	<b>72.73%</b>	<b>73.68%</b>
Collaborative Mentor	<b>43.78%</b>	20.83%	20.16%	0.00%	21.05%
Achievement-oriented Mentor	16.31%	29.17%	19.37%	9.09%	0.00%

Table 3b: Mainland respondents: Style of mentor which Generation Y and Z would prefer

### What are the characteristics of Generation Y and Z at workplace?

For Hong Kong respondents, employers and non-working Generation Y (non-degree) thought that new generations wanted to have flexible working hours, while non-working Generation Y (degree) and studying Generation Z would like to have more instant responses in communication. Nevertheless, Generation Y who have already entered the workforce would like to participate in the decision making processes related to them. For Mainland respondents, employers thought that new generations wanted to choose flexible working hours, while all groups of new generations agreed that they would like to get instant responses rather than other characteristics. Furthermore, Mainland new generations even more emphasized “instant responses in communication” shown from the ratings. (Table 4a & 4b)

Mean score of each characteristic	Employers	Working Gen-Y	Non-working Gen-Y (degree)	Non-working Gen-Y (non-degree)	Studying Gen-Z
They want to participate in the decision made related to their work.	3.86	<b>4.51</b>	4.52	4.25	4.12
They are more adaptable to different working environment.	3.19	4.33	4.29	4.09	3.95
They want to have more instant response when communicating with the others.	3.91	4.43	<b>4.57</b>	4.51	<b>4.32</b>
They want to choose their working hours flexibly.	<b>4.12</b>	3.92	4.42	<b>4.64</b>	4.16

Table 4a: Mean score of each characteristic rated by Hong Kong respondents

Mean score of each characteristic	Employers	Working Gen-Y	Non-working Gen-Y (degree)	Non-working Gen-Y (non-degree)	Studying Gen-Z
They want to participate in the decision made related to their work.	4.24	5.04	4.92	4.82	3.37
They are more adaptable to different working environment.	3.31	4.83	4.60	4.64	3.42
They want to have more instant response when communicating with the others.	4.26	<b>5.21</b>	<b>5.00</b>	<b>4.91</b>	<b>3.68</b>
They want to choose their working hours flexibly.	<b>4.37</b>	4.67	4.40	4.73	<b>3.68</b>

Table 4b: Mean score of each characteristic rated by Mainland respondents



New generations of all kinds from Hong Kong used “Creative” as the most frequent term to describe themselves at workplace. It was also a common term used by Hong Kong employers, indicating that the new generations in Hong Kong have a clear image at workplace. Hong Kong employers used “Self-centered” as the most frequent one, which occurs for the first time in the survey results. They also described the new generations as “Freedom-seeking”, “Energetic” and “Flexible”, whereas non-working new generations perceived themselves as “Hard-working” yet “Lazy”. Mainland employers also used “Creative” and “Self-centered” frequently, while new generations described themselves as “Freedom-seeking”, “Confident” and “Independent”. Some Generation Y from Mainland also thought that they were “confused” about their future. (Table 5a & 5b)

Ranking	Employers	Working Generation Y	Non-working Gen-Y (degree)	Non-working Gen-Y (non-degree)	Studying Gen-Z
1 <sup>st</sup>	Self-centered	Creative	Creative	Creative	Creative
2 <sup>nd</sup>	Creative	Self-centered	Hard-working	Hard-working	Lazy
3 <sup>rd</sup>	Freedom	Proactive	Energetic	Lazy	Hard-working
4 <sup>th</sup>	Energetic	Freedom	Passionate	Proactive	Self-centered
5 <sup>th</sup>	Flexible	Flexible	Flexible	Freedom	Smart

Table 5a: Top five adjectives Hong Kong respondents used to describe Generation Y and Z at workplace

Ranking	Employers	Working Generation Y	Non-working Gen-Y (degree)	Non-working Gen-Y (non-degree)	Studying Gen-Z
1 <sup>st</sup>	Freedom	Freedom	Freedom	Creative	Intent
2 <sup>nd</sup>	Creative	Independent	Creative	Confident	Passionate
3 <sup>rd</sup>	Self-centered	Proactive	Energetic	Aggressive	Conscientious
4 <sup>th</sup>	Have own characters	Confident	Passionate	Freedom	Hard-working
5 <sup>th</sup>	Fragile/Vulnerable	Confused	Confused	Independent	Happy

Table 5b: Top five adjectives Mainland respondents used to describe Generation Y and Z at workplace

### How to motivate Generation Y and Z to improve performance at workplace?

“Money and Title Recognition” and “Satisfactory performance in their job” are the top 2 effective motivators for all responding groups (except non-working Generation Y (non-degree) from Mainland). Employers and Working Generation Y from both Hong Kong and Mainland chose “Money and Title Recognition” as the most effective motivator. Non-working Generation Y (degree) from both Hong Kong and Mainland ranked “Satisfactory performance in their job” in the first place. Nevertheless, for non-working Generation Y (non-degree) and Generation Z from Hong Kong and Mainland, they held different opinions. (Table 6a & 6b)



Motivation and Rewards	Employers	Working Gen-Y	Non-working Gen-Y (degree)	Non-working Gen-Y (non-degree)	Studying Gen-Z
	%	%	%	%	%
Satisfactory performance in their job	32.21%	38.52%	<b>44.53%</b>	37.25%	<b>36.91%</b>
Freedom at work execution	24.31%	9.02%	9.92%	14.17%	17.45%
Money and title recognition	<b>33.90%</b>	<b>42.08%</b>	29.15%	<b>38.46%</b>	33.56%
More meaningful work given	9.59%	10.38%	16.40%	10.12%	12.08%

Table 6a: Hong Kong respondents: How to motivate Generation Y and Z at workplace

Motivation and Rewards	Employers	Working Gen-Y	Non-working Gen-Y (degree)	Non-working Gen-Y (non-degree)	Studying Gen-Z
	%	%	%	%	%
Satisfactory performance in their job	30.80%	25.00%	<b>51.38%</b>	<b>45.45%</b>	26.32%
Freedom at work execution	16.88%	8.33%	5.53%	9.09%	21.05%
Money and title recognition	<b>39.82%</b>	<b>41.67%</b>	26.09%	18.18%	<b>31.58%</b>
More meaningful work given	13.50%	25.00%	17.00%	27.27%	21.05%

Table 6b: Mainland respondents: How to motivate Generation Y and Z at workplace

### What are the highlights of this survey?

Generally speaking, jobs with good monetary benefits, with interests and fun, and providing clear career pathway are most attractive to the new generations. Different from Hong Kong new generations, “Job Security” is also an attractive factor to Mainland young people. Both Hong Kong and Mainland new generations indicated that they preferred supportive mentor, and Hong Kong employers also held the same opinion while Mainland employers believed that new generations would prefer collaborative mentorship which allows more freedom. Generational discrepancy exists for mentoring styles in Mainland. All groups of Mainland new generations agreed that new generations desired more instant responses. But there are discrepancies among Hong Kong responding groups on the opinion about working characteristics of new generations, and Hong Kong employers might overlook the importance of instant feedback to young people. Both employers and new generations from Hong Kong regarded “Creative” as an obvious characteristic of new generations, but Hong Kong employers used “Self-centered” to describe new generations the most frequently. Hong Kong new generations described themselves as “lazy” yet “hard-working”, while Mainland new generations thought that they wanted freedom and felt confused about the future. “Satisfactory performance at work” and “Money and title recognition” are the most effective motivators for new generations to improve their work performance. However, differences were found between Working Generation Y and non-working Generation Y / Z.

To conclude, instead of having freedom at work, new generations desire more support, guidance and training from employers, and they are seeking for “instant responses in communications”. Maybe because they have just started their career, and they are not that independent at work and are lack of working experience. On the other hand, they might still want job ownership and higher level of involvement. Mainland Generation Y regarded “Freedom” and “Confused” as their significant descriptive characteristics. They put more emphasis on “Job Security”, and they also hope to get instant feedback in the interpersonal relationships.



**Recommendations on how to work with new generations effectively:**

1. Tangible:
  - Benefits and compensation
2. Organizational Culture:
  - Compatible workgroup/team
3. Nature of Work:
  - Interesting work
  - Opportunities for accomplishment
4. Growth:
  - Opportunities to learn and develop
  - Opportunities for advancement
5. Leadership:
  - Good management/boss/mentor
  - Reward and recognition for individual contribution

**About CPD Alliance**

The CPD Alliance was established as an informal group of professional societies in April 2002. After years of development, the Alliance now has 19 corporate members, all prominent professional bodies in Hong Kong. The primary mission of the Alliance is to promote, deliver and enhance continuing professional development. Visit <http://www.cpdalliance.org.hk> for more information of the Alliance.

**About Tamty McGill Consultants International Limited**

Tamty McGill Consultants International Limited is a management consultancy firm. With our dynamic consultancy and investigation experience for clients of a wide spectrum of industries, our vision is to help clients in devising practical human capital strategies that are tailor-made for their business nature and corporate culture. We work with clients to enhance organization performance and to create competitive advantages through the effective use of their human capital, encompassing all aspects of attracting, retaining, motivating and developing people. We are also the distributor of Chinese Personality at Work (CPW) Questionnaire of the University of Hong Kong and cooperate with Smith + co, the UK-based specialist customer experience consultancy. For further information, please visit our website ([www.tamtymcgill.com](http://www.tamtymcgill.com)) and

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***\* Tamty McGill Consultants International Limited conducted the “2014 Survey on Hong Kong and Mainland Generation Y (Post 80s) and Generation Z (Post 90s): Characteristics and Preferences at Workplace” on behalf of CPD Alliance on a volunteer basis.***