

GENERATION Z VS. MILLENNIALS: CULTURAL DIFFERENCES IN ATTITUDES TOWARDS WORK

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Rezumat: În contextul actual al pieței muncii, diferențele dintre generații au devenit un subiect de interes major, influențând atât dinamica organizațională, cât și strategiile de management. Millennials și Generația Z sunt două categorii demografice care, deși apropiate din punct de vedere temporal, prezintă abordări distincte față de muncă, influențate de factori socio-economici, tehnologici și culturali. Această lucrare își propune să analizeze aceste diferențe, oferind o perspectivă detaliată asupra modului în care fiecare generație își raportează valorile, motivațiile și așteptările față de mediul profesional. Studiul se bazează pe interviuri realizate cu reprezentanți ai ambelor generații, având scopul de a evidenția particularitățile fiecărei categorii și modul în care acestea influențează comportamentele profesionale. Pe parcursul lucrării, datele obținute sunt analizate pentru a identifica tendințele specifice fiecărei generații și implicațiile acestora asupra organizațiilor moderne. În final, cercetarea urmărește să ofere o mai bună înțelegere a transformărilor din piața muncii și să evidențieze aspectele care pot contribui la îmbunătățirea relației dintre angajatori și angajați din perspectiva generațiilor actuale.

Cuvinte cheie: generația Z, mileniali, piața muncii, atitudine, stiluri de lucru.

Abstract: In today's labor market, generational differences have become a major point of interest, influencing both organizational dynamics and management strategies. Millennials and Generation Z, although close in terms of age, exhibit distinct approaches to work, shaped by socio-economic, technological, and cultural factors. This paper aims to analyze these differences, providing a detailed perspective on how each generation relates to values, motivations, and expectations in the professional environment. The study is based on interviews with representatives of both generations, aiming to highlight their specific characteristics and how these influence professional behaviors. Throughout the paper, the collected data is analyzed to identify trends specific to each generation and their implications for modern organizations. Ultimately, the research seeks to offer a deeper understanding of labor market transformations and highlight key aspects that can contribute to improving the relationship between employers and employees from the perspective of today's generations.

Keywords: generation Z, millennials, labor market, attitude, work styles.

JEL Classification: M120, M140, M510, M540, P460, Z130.

1. Introduction

In recent decades, the labor market has been shaped by the simultaneous presence of multiple generations, each with distinct characteristics. Among them, Millennials (or Generation Y), born between 1981 and 1996, and Generation Z, born between 1997 and 2012, represent significant segments of today's workforce. These two generations are often compared in terms of their attitudes toward work; however, these differences are frequently simplified or distorted in public discourse and cannot be reduced to mere stereotypes. Each generation has been influenced by the economic and social context in which it grew up, with factors such as economic crises, technological advancement, and new labor market dynamics playing a major role in shaping their perception of work. Therefore, an objective and detailed approach is essential to understand not only their differences, but also how these factors have shaped their professional expectations and values.

This topic emerged from the observation that the differences between Millennials and Gen Z in relation to work are often analyzed superficially, without considering the complexity of the factors that have influenced their career paths. The context in which these generations developed has been marked by significant economic, technological, and social transformations, which have had a direct impact on their values and behavior in the workplace. As a result, there is a clear need

for an in-depth analysis that offers a balanced perspective on these changes and identifies their implications for the contemporary organizational environment.

This paper aims to investigate the attitudes, perceptions, and values of these two generations regarding the labor market, by analyzing aspects such as flexibility, loyalty to employers, adaptability, and professional expectations. The research method employed includes interviews with representatives of both generations, providing an authentic perspective on their differences and similarities.

One aspect that has not been sufficiently studied in the specialized literature is the way in which recent economic and social crises have reshaped perceptions of work, particularly among Generation Z. Although generational differences in work attitudes are frequently discussed, most existing studies remain anchored in a general framework and do not deeply analyze the specific impact of current factors that directly influence professional behavior. Accelerated digitalization has imposed an intense work rhythm, within a hyper-competitive digital environment that exerts constant pressure on individual performance. At the same time, inflation and rising living costs, along with increasingly limited access to housing, contribute to economic insecurity and difficulties in long-term planning. Job instability, especially in industries affected by automation and rapid market changes, further intensifies these tensions.

All these conditions define a professional context that is markedly different from the one in which previous generations developed, and they directly shape Generation Z's relationship with work. Young people in this generation are building a different relationship with the idea of professional stability, placing greater emphasis on work-life balance and adopting a more critical stance toward traditional organizational authority. Nevertheless, the specialized literature continues to favor comparisons based on generalized traits, without integrating these recent transformations and associated pressures into the analysis.

This research aims to fill that gap by offering a detailed and contextualized perspective on how these factors influence the values, expectations, and professional behaviors of Generation Z, in comparison to Millennials. By addressing these themes within a current and realistic framework, this study seeks to contribute to a deeper understanding of emerging labor market trends and to support the adaptation of organizational strategies to the needs of today's active generations.

Throughout the paper, I analyzed the general context of each generation, identified the key factors influencing their professional choices, and conducted a comparison based on concrete data obtained through interviews. The findings of this research contribute to a better understanding of how organizations can adapt their management strategies to meet the needs and expectations of the new generation of employees.

2. Literature review

2.1. Characteristics of the Millennial and Gen Z Generations

Millennials, also known as Generation Y or the "dot.com generation" (Wong et al., 2017), grew up during a period of significant technological transition, being the first generation to experience both an analog childhood and a digital adulthood. In their early years, phone calls were made on landlines, music was distributed via cassettes and discs, and important information was found in physical encyclopedias. Thus, their teenage years and adult lives were shaped by the emergence of the internet, social media, and the first smart mobile devices. This "dual influence" allowed them to develop both traditional skills and the ability to adapt quickly to new technologies. As a result, this generation witnessed the final stages of life without ubiquitous technology and the dawn of the digital era, giving them a unique perspective on rapid societal changes. In Romania, Millennials came of age in a post-communist climate marked by rapid economic changes and a slow transition toward consolidated capitalism.

They were the first generation to have the opportunity to explore multiple educational and career options, benefiting from a more advanced education than their parents thanks to the

expansion of the educational system after 1989 (Raiu, 2021). With access to scholarships, international programs, and particularly exposure to Western career models, most of them aspired to higher education (Raiu, 2021), often obtaining bachelor's degrees or beyond. Romania underwent a rapid transition from an authoritarian regime to an open society, which brought sudden access to Western cultural influences, new technologies, and diverse economic opportunities. Romanian Millennials' childhood and adolescence were marked by early Western TV shows, international pop and rock music, the rise of the internet, and access to global brands. For a generation that grew up with CRT televisions and then moved rapidly to the internet, this shift was revolutionary, generating a wave of excitement for novelty. This period was also characterized by a strong desire for individualization and personal expression, with Romanian Millennials seeking to build their identities through music, fashion, and technology.

On the other hand, Generation Z, or "iGen" (Twenge, 2017), formed in a time of instant access to information and accelerated digitalization. Unlike Millennials, who experienced the transition to the internet and mobile technology, Gen Z grew up entirely in a digital environment. Smartphones, social media, and other modern technologies became fundamental norms of everyday life (Ștefan, 2024). From an early age, they had access to search engines like Google and Bing, creating a true information boom. Platforms like YouTube gave them access to educational content, music, news, and entertainment (Raiu, 2021), while social media revolutionized communication, from handwritten letters to SMS, and later to text messaging on platforms like Facebook or Yahoo Messenger, then Instagram, WhatsApp, and beyond. Constant exposure to technology has deeply shaped both the mindset and cultural consumption of Gen Z. Unlike previous generations who had more limited access to external influences, Gen Z was exposed from childhood to an unprecedented cultural diversity via the internet (Ștefan, 2024). In Romania, this phenomenon translated into increased interest in international music, films, and series from around the world, as well as the adoption of global cultural movements (such as climate activism, modern feminism, and the normalization of mental health discussions), giving them a progressive mindset. As a result, Generation Z is significantly more open to diversity, equality, and inclusion (Gîrbu, 2024).

Moreover, familiarity with the internet has contributed to the development of multitasking abilities and quick adaptability to new digital tools (Raiu, 2021). Whether learning a new language through interactive apps or developing skills via online courses and tutorials, Generation Z relies heavily on self-education and continuous learning through flexible and accessible methods. Additionally, their exposure to various digital platforms has made them more receptive to emerging technological trends, turning them into intuitive users of new tools. In a constantly evolving work environment like today's, their openness to information and innovation positions them as future change leaders, capable of actively contributing to redefining how we work and collaborate. In Romania, Generation Z has grown up in an economically unstable climate (Raiu, 2021), marked by the 2008 global financial crisis and its prolonged effects. Although many were only children at the time, the impact on their families was profound, creating a heightened perception of financial insecurity. The rising costs of education, housing, and the high inflation rates of the last decade have contributed to a more cautious mindset regarding spending and long-term investments.

2.2. Attitude Towards Work

The attitude towards work of Generations Y and Z has been widely studied in the specialized literature (Iorgulescu, 2016; Paicu, 2019; Marin, 2021; Raiu, 2021), given their fundamental differences compared to previous generations. These two groups have been influenced by an unstable economic context and rapid technological advancements, which have shaped their career expectations, their relationship with employers, and their perception of work-life balance. This has highlighted both shared motivations and significant differences in how each generation relates to work and career development.

Unlike previous generations, who defined their identity through work and professional advancement, Gen Z prioritizes work-life balance (Popeangă & Abrudan, 2020). This shift in perspective has led to the adoption of an “anti-hustle ethos,” reflected in the avoidance of management roles perceived as overly demanding relative to their benefits, the preference for jobs requiring less effort, and a distancing from overwork-centered cultures. This reflects a fundamental shift in young people’s relationship with work (George, 2024). According to the BBC (2023), hustle culture promotes the idea that there is always more to strive for: more money to earn, a more prestigious title to gain, or a higher ceiling to surpass. This change in paradigm can be explained by three key factors. First, financial support from families and easy access to credit provide young people with economic stability, allowing them to choose jobs aligned with their passions rather than prioritizing income alone. Second, digital connectivity grants access to professional alternatives such as freelancing and online entrepreneurship, reducing reliance on traditional employment. Third, unlike Millennials, who were pressured to achieve financial stability quickly, Gen Z tends to postpone major life decisions, such as buying a home or starting a family due to rising costs and economic instability. This reality gives them more flexibility in choosing a work style that aligns with their values (George, 2024).

For both Millennials and Gen Z, flexible working hours are a key requirement when choosing a job. Millennials were the first to bring the work-life balance concept to the forefront, believing that life is “too short not to be fully lived” (Rood, 2010, p. 10), and thus emphasize finding harmony between professional and personal life. They “work to live, not live to work” (Tiron-Tudor et al., 2019, p. 563), feeling the need to have time for passions and family. Additionally, Millennials are more likely to change jobs if their current one no longer meets their needs. If the work environment fails to provide growth opportunities or align with their values and expectations, they do not hesitate to seek new opportunities. They are also open to working from home, which allows them to spend more time with loved ones (Niculae, 2017). A study conducted by Deloitte (2024) shows that a slight majority of respondents work entirely on-site (51% of Gen Z and 57% of Millennials), while only 15% of Gen Z and 11% of Millennials work entirely remotely. Around a third of Gen Z (35%) and Millennials (33%) work in hybrid settings.

For Generation Z, who are at the beginning of their careers, as well as for Millennials, work is no longer merely a source of income but also an opportunity for self-development (Marin, 2021). Members of these generations are more motivated by career advancement opportunities and recognition for doing a good job than by salary alone. Young people entering the labor market prefer companies that offer continuous learning opportunities, such as workshops, training, or teambuilding events, considering these essential for professional development and job satisfaction. Both generations seek continuous professional growth through lifelong learning, promotion, and the ability to capitalize on their own skills. Many Gen Z individuals are motivated by the prospect of career advancement (Gabrielova & Buchko, 2019). As a result, many international corporations invest in personal development courses to help employees acquire new skills and refine existing competencies (Paicu, 2019). This focus on professional growth not only attracts talented individuals but also increases their loyalty to the company, especially in a context where job mobility is a priority. Thus, both generations seek a stimulating work environment that supports their desire to learn and improve constantly.

At the same time, both generations place significant importance on interpersonal relationships and organizational culture in the workplace. Gen Z constantly seeks professional development and aims to build strong relationships with supervisors or managers from whom they can learn (Iorgulescu, 2016). Similarly, Millennials desire a positive relationship with their superiors, ideally one based on friendship, where they can work without pressure, be respected, and enjoy the freedom to perform their duties in their own style. Constant feedback is also essential for both generations. Furthermore, relationships with colleagues play a key role, as they value learning from those around them and believe that a harmonious atmosphere significantly contributes to performing tasks efficiently (Niculae, 2017). Both Millennials and Gen Z want to work in a positive environment led by an honest leader, this is a major similarity between the two

generations. According to research by McGaha (2018, pp. 116-117), participants noted that Gen Z prefers leaders who communicate effectively, support an inclusive and positive organizational culture, demonstrate emotional intelligence, offer mentorship, are involved and competent, and promote equality. Generation Y looks for a mentor in their manager, someone who values them both as people and as employees (Tănasie, 2017). Both generations avoid workplaces lacking transparency and would refuse to work for companies that lie, exploit them, or maintain a toxic environment (Paicu, 2019).

Although Generation Z is digitally native, they prefer face-to-face conversations over remote communication. A study by iSense Solutions (2019) shows that 80% of young people in this generation consider themselves sociable at work, reflecting a desire for direct interaction. However, they avoid phone calls, which they find intrusive, preferring conversations that allow for a deeper connection. For Gen Z, ideal communication involves facial expressions, body language, and authentic human contact, elements essential to building solid professional relationships. In contrast, Millennials place greater value on communication via email and instant messaging apps. While they grew up alongside the development of digital technology, they prefer email for work-related topics, considering it suitable for communicating with clients and suppliers, formalizing agreements, and conveying complex information. Instant messaging is often used for quick and efficient internal communication among colleagues.

3. Research methodology

The main purpose of this research is to identify the cultural differences between Generation Z and Millennials in terms of their attitudes toward work. The study aims to highlight the factors that have shaped each generation's perspective on employment, particularly regarding work-life balance, financial stability, mental health, and the impact of the socio-economic context.

To capture the respondents' subjective perspectives and obtain a detailed understanding of these cultural differences, a qualitative method was employed, specifically the interview method, distributed via the Google Forms platform between March 10-23, 2025. This method was chosen due to its flexibility, allowing for an in-depth exploration of personal attitudes, values, and experiences. Through this approach, relevant data were collected concerning how each generation perceives its professional role, motivational factors, and the challenges they face.

The research was conducted on a sample of 14 respondents, including 7 individuals from Generation Z (born between 1997 and 2012) and 7 from the Millennial generation (born between 1981 and 1996). Respondents were selected based on their generational representativeness and their ability to participate in the interview. One of the questions asked participants to indicate their current occupation, aiming to provide a clearer picture of their professional status. This question targeted both individuals who are already active in the labor market and those still pursuing their studies, thus enabling a comparison between experiences and aspirations across groups.

The selection aimed to include people from various work environments, to gain a diverse perspective on work attitudes. The questions were designed to allow respondents to express their views freely and provide personal insights regarding their opinions and professional experiences. To ensure anonymity and confidentiality, each participant was informed about the purpose of the research and confirmed their consent to participate in the study.

Following the collection of interviews from the selected participants, a content analysis was carried out using LIGRE Software v.6.5.1 (Logiciels Ex-l-Tec, 2025). This facilitated the creation of a coding tree by identifying and organizing key terms into two main categories: Generation Z and Millennials.

4. Research results

Based on the analysis conducted using the LIGRE Software v.6.5.1 (Logiciels Ex-l-Tec, 2025), three main findings were identified: differences in attitudes toward work in Generation Z,

differences in attitudes toward work in Generation Millennials, as well as similarities between the two generations. All this information can be found in Figure 1.



Fig. 1. Content Analysis through Coding Tree

Source: Author's design with the help of the LIGRE v.6.5.1 program (Ex-I-Tec, 2025)

Following interviews with seven Generation Z participants, salary and work-life balance were identified as the most important criteria when choosing a job, each being mentioned by 85.7% of respondents. Personal development opportunities were selected by 42.8%, and work environment and relationships with colleagues were chosen by 28.5%. Other factors, such as schedule flexibility, promotion possibilities, alignment of personal values with those of the company, and job stability, were mentioned by 14.2% of participants, while organizational culture was not mentioned at all. These results indicate a strong focus on financial security and a balanced lifestyle. In contrast, a study by Iorgulescu (2016) showed that for most Generation Z respondents, the most important factors were promotion opportunities within the company (87.18%), followed by a generous salary (60.26%) and job security (43.59%). These data suggest a shift in perspective among young people, from focusing on professional growth and stability to a greater concern for personal well-being and work-life balance. Additionally, the lower interest in promotion and organizational culture in recent interviews may reflect an adaptation to new trends in the labor market, where flexibility and immediate satisfaction play an increasingly important role.

For the seven Millennial participants, the results indicate a more balanced distribution of priorities when choosing a job. The most frequently mentioned criteria were job stability and schedule flexibility, both selected by 57% of respondents, suggesting a preference for professional

security, as well as greater autonomy over time. Salary, promotion opportunities, and work-life balance were chosen by 43% of respondents, indicating a significant concern for both material rewards and maintaining a balanced life. In contrast, factors such as organizational culture, professional development opportunities, alignment of personal values with those of the company, and work environment were selected by only 14% of participants, indicating secondary importance in the decision-making process. These results suggest that Millennials appreciate a combination of long-term security and flexible working conditions but tend to pay less attention to organizational values or workplace atmosphere compared to other generations.

Regarding the number of work hours per week considered reasonable for a decent and balanced life, both generations tend to agree on a 40-hour workweek, but with some subtle differences. For Generation Z, the average of the seven respondents indicated a total of 38.57 hours per week, with a tendency to prefer shorter hours (30 hours) in some cases, though the majority indicated 40 hours. This reflects a significant concern for maintaining a work-life balance, although they are not willing to completely compromise traditional work standards. For Millennials, the average of the seven respondents was 39.2 hours per week, suggesting a similar preference for a 40-hour schedule, with some opting for 30 hours. This trend may reflect their desire to maintain job stability but also a greater tolerance for a more standardized work schedule. Thus, both groups tend to favor 40 hours as a general norm, but there is slight variability, with Generation Z being more open to flexible options.

Regarding their perception of the work-life balance, Generation Z appears divided in their opinions. Although many believe success requires sacrifices, most emphasize that personal life should not be constantly sacrificed for a career. Some responses suggest that sacrifices are inevitable at certain stages of a career, but they should not become the norm. Other young people highlight the importance of work-life balance, asserting that success should not come at the expense of health or relationships. Overall, Generation Z seems to value a balanced life and avoiding sacrifices that could harm their long-term well-being.

On the other hand, Millennials have a similar but more pragmatic view. Many consider work-life balance ideal, but in reality, this balance can be hard to achieve, especially in the early stages of a career. In this context, they are willing to make sacrifices to reach their professional goals but emphasize that mental and physical health must remain priorities in the long run. There is also a belief that success should not require the complete sacrifice of personal life, and that efficiency and prioritization of essential activities can contribute to success without abandoning other aspects of life. Several respondents consider it essential to maintain a healthy work-life balance, including periods of rest and relaxation, to avoid negatively affecting their long-term health. A Deloitte (2024) study mentions that work is essential to the identity of both Generation Z and Millennials, with their workplace ranking second, just after friends and family, when asked about the most important aspects of their lives for their sense of identity. This is especially true for Millennials, where nearly half of them (46%) consider work crucial to their identity, compared to 36% of Generation Z members.

Both Generation Z and Millennials have clear expectations regarding salary, but differences between the two groups become evident when discussing the difficulty of obtaining an income that covers their needs. Generation Z seems concerned with earning a decent salary that covers not only their daily needs, such as food, rent, and utilities, but also allows them to save for emergencies. One respondent highlight that: “the salary should match the work done but it should also cover my needs”.

On the other hand, Millennials have a more realistic and adapted view of current economic realities. Although they are aware that perseverance and experience are necessary to obtain a decent income, many believe that, over time, earnings can increase and reach the desired financial stability. In general, they expect their salary to fairly reflect the work done and responsibilities, being willing to wait and invest time in professional development. Most believe that a fair salary should allow them not only to cover basic needs but also to save and live comfortably. At the same time, there is a sense of adaptability, understanding that sometimes it is harder to earn sufficient

income in a competitive environment, but with perseverance and professionalism, it becomes possible.

Generation Z appears to place significant importance on job security and loyalty to the employer when making professional decisions. Most respondents in this group consider these aspects essential, indicating that job security is a determining factor in their decision to work for a company. Millennials, however, have a more diversified view of this issue. Some consider job security and loyalty to the employer extremely important, while others take a more neutral or less concerned approach. Although most agree that job security is important, there is also a greater openness to change, suggesting more flexibility regarding long-term commitments to an employer. According to a Deloitte (2024) study, 86% of Generation Z members and 89% of Millennials believe that a sense of purpose is essential for their overall satisfaction at work and well-being. These generations are increasingly willing to reject tasks or employers that do not align with their values.

Generation Z prefers a flexible and collaborative work environment, where interactions and mutual support are essential for the team's success. These results align with those of the Iorgulescu (2016) study, which shows that most respondents (47.7%) would prefer to work in a large team, while 34.6% would prefer an independent job. They are attracted to jobs that allow them to manage their time and activities in a way that supports creativity and autonomy. Generation Z seeks an environment where they can learn quickly, collaborate freely with colleagues, and participate in innovative projects without being limited by strict rules. Millennials appreciate a collaborative and structured work environment, where there is a unified team but also a clear framework with established procedures and rules. They are motivated by the stability provided by an organized environment that allows them to perform tasks efficiently and build long-term careers. While they prefer structure, Millennials are open to participating in creative initiatives and bringing new ideas, as long as they align with established goals and processes.

Generation Z places strong emphasis on the alignment of company values with their own. Most consider the ethics of a company essential when choosing a job, being willing to refuse a well-paid job if it does not align with their principles. They seek an environment where they feel comfortable and can contribute without compromising their values. The results obtained are consistent with those of Deloitte's (2018) research, where 77% of respondents consider it important for organizations to have values similar to their own, and their opinions are influenced by the ethics and social impact of the company.

Millennials share a similar vision regarding the importance of company values, placing significant emphasis on fairness, respect, and professionalism. Although an attractive salary may be tempting, many are willing to refuse a higher-paying job if they disagree with the company's ethics. The ethical values of a company are essential for them to feel comfortable and to have a common purpose in their work. In general, Millennials consider ethics to be a decisive factor and are willing to prioritize the integrity of an organization over higher earnings if that organization promotes principles incompatible with their personal values.

Generation Z views having multiple sources of income as interesting and flexible, offering various opportunities. They appreciate the diversity and independence brought by freelancing or personal businesses but are aware of the challenges related to income instability. Some members of this generation opt for multiple income sources to better manage their time and sustain their lifestyle but acknowledge that the stability of a full-time job is preferable in certain situations. Millennials have a mixed approach. For some, the idea of having multiple sources of income offers flexibility and diversity, but they may be discouraged by income instability and the lack of a fixed schedule. The more traditional ones prefer full-time jobs for stability, but many would opt for a mix of a traditional job and additional income sources such as freelancing or personal businesses to diversify their earnings and pursue their passions.

5. Conclusions

The purpose of this research was to explore, from a comparative perspective, the attitudes and perceptions of Millennials and Generation Z towards work, seeking to deepen the understanding of the factors that have shaped their career vision. The results obtained outline not only the differences but also their evolution, as economies, technologies, and social norms are rapidly transforming into an era full of challenges. These differences are more than mere numbers; they reflect fundamental changes in the way each generation relates to work and their place in the world.

The research findings revealed significant differences between Generation Z and Millennials regarding the priorities when choosing a job, with Generation Z focusing more on work-life balance, and Millennials on promotion opportunities and stability. Both generations place great importance on salary and organizational ethics, but with different approaches regarding how they define professional and personal success.

Theoretical implications: This research contributes to the broader understanding of generational attitudes towards work by providing insights into the evolving priorities and expectations of Millennials and Generation Z. It highlights the shift from a focus on job stability and promotion in the Millennial generation to a greater emphasis on personal well-being and work-life balance in Generation Z. The findings challenge traditional assumptions about work attitudes and offer a nuanced view of how generational differences may influence organizational behavior, recruitment strategies, and employee retention.

Practical implications: The findings have significant implications for employers, human resources professionals, and organizations seeking to adapt their recruitment and talent retention strategies. Understanding the motivations, values, and expectations of these generations can help organizations design policies and practices that align with their needs. For example, Generation Z may prioritize flexible working conditions, mental health support, and a sense of purpose, while Millennials may seek job security, stability, and opportunities for career advancement. These insights can guide the development of more effective and attractive organizational strategies that cater to the diverse needs of the workforce.

One of the limitations of this research lies in the fact that available information about Millennials and Generation Z is often redundant, with many sources repeating the same conclusions without offering new perspectives. Moreover, existing studies sometimes present contradictory results, making it difficult to establish clear and universally applicable differences between the two generations. Another challenge was the fact that most research focuses on Generation Z, leaving the Millennial generation less explored in the current context, which complicated obtaining a balanced comparison. Additionally, the study focused on the perceptions of these generations in Romania, influenced by the country's cultural and economic context. A future extension of the research, including a more detailed analysis of Millennials and an international perspective, could offer a deeper understanding of these generational dynamics.

Future research directions: To address these limitations, future studies could explore the perspectives of Millennials in more depth, considering regional and cultural differences that may influence their attitudes towards work. Additionally, cross-national comparisons could provide valuable insights into how global trends, such as the rise of remote work or the impact of the digital economy, shape the career aspirations of both generations. Further investigation could also focus on the evolving role of organizational culture and ethics in shaping work preferences, particularly considering increasing concerns about sustainability, social responsibility, and corporate governance. Moreover, research could explore the long-term effects of work-life balance on career success and overall well-being, particularly as both generations transition into leadership roles.

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