IS EMPLOYMENT INTENTION AMONG YOUNG PEOPLE INFLUENCED BY ORGANIZATIONAL CULTURE?

Vlad Diaconescu*, Alina-Maria Vieriu, Iulia (Dăuș) Ogoreanu

Bucharest University of Economics Studies, Doctoral School of Business Administration, Bucharest, Romania

Abstract

This study explores the relationship between organizational culture types (clan, adhocracy, hierarchy, and market) and Generation Z's (Gen Z) intentions to work for companies embodying strong cultures, as well as their interest in learning about these cultures during job interviews. It integrates Social Identity Theory (SIT) to understand how alignment between personal and organizational values influences engagement. A survey of 101 young respondents utilized multiple regression analysis to assess these relationships. Results indicated that clan culture significantly correlates with the intention to work in a company with a strong culture, reflecting Gen Z's preference for collaborative and community-oriented environments. Conversely, adhocracy culture exhibited a negative relationship with the intention to work, suggesting a disinterest in fast-paced, innovative settings that may lack stability, even as there exists a curiosity about such cultures during interviews. Market culture showed a positive association, indicating Gen Z's attraction to competitive environments with clear success metrics. Notably, the hierarchy culture yielded no significant preference among respondents, emphasizing a generational shift away from rigid structures. The findings underscore Gen Z's desire for meaningful, stable workplaces that align with their values, while also valuing environments that offer opportunities for achievement and growth. Organizations aiming to attract and retain Gen Z talent must balance innovation with community orientation, stability, and purpose. This study contributes to the literature by illustrating the nuanced preferences of a new generation entering the workforce, indicating a need for adaptable organizational practices that resonate with younger employees' evolving expectations. Future research should delve deeper into these dynamics to support effective talent retention strategies in an ever-changing labor landscape.

Keywords: *organizational culture, social identity theory, Generation Z, employment intention, workplace dynamics*

1. INTRODUCTION

Understanding the dynamics of employee engagement, satisfaction and overall performance in modern organizations requires a nuanced approach to social identity and organizational culture. When we examine the interplay between social identity and employee dynamics in more detail, the importance of corporate culture as a critical factor influencing employee behavior and engagement becomes clear. Furthermore, with Generation Z rapidly entering the workforce, it is becoming increasingly important to consider their unique values and employment intentions.

In this text, we will first examine the basic elements of Social Identity Theory and its impact on employee behavior in organizations. We will then analyze the dimensions of organizational culture and how they impact employee engagement and productivity. Finally, we will discuss the preferences of Generation Z and the strategies organizations can employ to attract and retain this important employee segment.

1.1 Social identity theory

Social Identity Theory (SIT) is a psychological theory that deals with how individuals establish and characterize themselves in relation to social collectives. It assumes that individuals form their self-concept on the basis of group affiliations [1], be it nationality, ethnicity, religion or profession [2].

The development of SIT, proposed by Tajfel and his colleague [3,4], led to its dissemination so that it can now be used to explain a range of behaviors and social circumstances [5]. The SIT is based on (self) categorization processes. People classify themselves and others as in-group and out-group members based on certain characteristics such as gender, age, profession, values or principles [6]. Belonging to such a category conveys a sense of belonging [7], and belonging to a group with a positive image can increase self-esteem [8]. When the group a person identifies with is the very organization they work for, identification with the organization has a positive effect on many aspects, including job satisfaction [9] and commitment [10].

The tendency to identify with an organization is reinforced by three factors: distinctiveness, prestige and salience [11]. Distinctiveness is the uniqueness of a group, i.e. what distinguishes one group from another [12]. Prestige causes people to cognitively identify with winners [8], which increases their self-esteem. Salience refers to how easily a group or group membership comes to mind [13].

The extent to which a person's values, beliefs and behaviors match those of the organization in which they work determines the fit between the person and the organization. A good fit between the individual and the organization often leads to higher job satisfaction, commitment and better performance [14].

The fit between person and organization can influence the sense of belonging to the group [15]. When employees feel that their personal values are aligned with those of the organization, they are more likely to feel a sense of belonging to a group and develop positive interpersonal relationships [16], which is a central aspect of social identity theory [1].

Employees who feel that they fit in well with their organization are more likely to exhibit prosocial behavior, for example by helping colleagues and supporting organizational initiatives [17]. This is related to social identity theory, as personal identity merges with organizational identity to promote collaboration and loyalty [18].

In summary, the development of an organizational identity goes hand in hand with a strong identification of employees with the values and culture of the organization [19]. Social identity theory and the concept of person-organization fit are thus linked in that employees' social identity is influenced by the alignment of their values with those of the organization, which in turn affects their behavior and performance in the organizational environment [20]. In this way, SIT helps us to understand the role that an organization's culture can play in the choice of a job, aspects that will be explained in the next section.

1.2 Exploring the organizational culture: impacts on employee engagement and productivity

Organizational culture is mainly defined as the common values, beliefs and practices shared by an organization. It is an important aspect in establishing an environment that fosters productivity through collaboration and engagement, while maintaining employee's satisfaction and over-all well-being [21]. In 1978, a professor at the London Business School, named Charles Handy [22], proposed in his book the theory that there are four main types of cultures, each type promoting its own values, based on very distinct management styles. The four organizational culture types, as written by Handy are: Club Culture, Role Culture, Task Culture, and Existentialist Culture [22]. The idea of four organizational culture types changed during the last decades and scholars nowadays are talking about: clan culture, adhocracy culture, market culture and hierarchy culture. Each type has different characteristics regarding what is the main purpose the organization is focusing and working on and which tools it employs [23].

Clan culture, marked by a warm and welcoming work atmosphere is based on shared values and collective goals that are highly emphasized by managers, fostering a strong sense of teamwork and collaboration [23]. Organizations promoting clan culture strive to be more like an extended family, rather than a traditional company. In this type of setting, every employee exhibits high levels of commitment and great loyalty for the organization, while also focusing on their personal growth. In a company promoting clan culture, employees feel comfortable in sharing not only their professional aspirations, but also private details about their personal lives. Managers are treated like mentors and perceived even like parent figures, whereas customers are regarded as long-term partners [24]. Many organizations that implement clan culture are indeed family businesses, where parents, children, aunts and uncles are coming together to achieve a common goal [25]. While working with family, or in a family like environment, may seem like an idyllic scenario, one of the most persistent problems in these companies seems to be that employees tend to procrastinate instead of doing their jobs. Many are taking the relaxed atmosphere as a hint they can spend time solving their personal problems or just relax with their colleagues [26].

Adhocracy culture is based on a dynamic, entrepreneurial, and innovative environment, creating a workplace that thrives on creativity and boldness. The term adhocracy comes from the word “ad-hoc” which means that something is spontaneous, temporary and dynamic [27]. Within this type of organizational culture, individuals are encouraged to push boundaries, take calculated risks, and think outside the box. The environment is fast-paced and constantly evolving, requiring employees to be adaptable and proactive in their approach [24]. In organizations promoting adhocracy culture, leaders play a crucial role in setting the tone and direction of the organization. Effective leaders in this context are visionary, always looking ahead and identifying new opportunities for growth and improvement. They are not afraid to take risks themselves and inspire their teams to do the same. These leaders foster a culture of innovation by encouraging experimentation, supporting new ideas, and allowing for occasional failures as part of the learning and growth process [23]. Organizations based on adhocracy culture are thought to be dynamic, creative, risk-taking and adaptive. However, the exact characteristics that create the illusion of the perfect organizational culture for success, can also be the motif for the downfall of the company. The emphasis on flexibility and experimentation can lead to a lack of clear structure and stability. The culture's encouragement of risk-taking and experimentation means there is a higher likelihood of failure. The dynamic and fast-paced nature of adhocracy culture can lead to high levels of stress and burnout [24].

Market culture can be described as a highly results-oriented environment where the primary focus is achieving certain targets, meeting deadlines, and optimizing performance. This type of workplace is driven by a strong emphasis on measurable and tangible achievements [23]. In a marketing culture, there is a continuous drive to excel and outperform both external competitors and internal benchmarks. A marketing culture often involves a strategic approach to achieving business objectives. Organizations prioritize market research, data analysis, and customer insights to inform their decision-making processes. However, companies with a marketing culture also encourage rivalries among employees and foster an environment of competitiveness, where everyone strives to surpass their peers [24]. Even though organizations with a marketing culture often have success in achieving their goals, employees are always under pressure to deliver results quickly and efficiently, with a clear understanding that their performance will be evaluated based on their ability to meet or exceed these expectations [24].

Hierarchic culture can be defined by a highly formalized and meticulously structured work-place, where everything is done by well established procedures and protocols. This type of culture places a strong emphasis on orderliness, organization, and the systematic coordination of tasks and activities to ensure the smooth functioning of the organization [28]. In a hierarchic culture, there is a clear and well-defined chain of command, meaning the hierarchy of the company. Leaders are on top of the pyramid, taking great pride in their ability to manage and coordinate the organization efficiently. They are often seen as custodians of the established order, focusing on maintaining stability and ensuring that the organization runs like a well-oiled machine. Employees are below the leaders in a hierarchic culture, each employee having a very well-defined job that has to be done in a certain way. Standardization and uniformity are practices encouraged by leaders, while out-of-the-box thinking is often discouraged [24]. Moreover, a hierarchic culture values efficiency and effectiveness in the execution of tasks. The structured environment allows for the optimization of workflows and the systematic allocation of resources, which in turn enhances productivity. However, the rigidity of the environment may stifle creativity and innovation, as employees might feel con-strained by the strict adherence to rules and procedures. Additionally, the emphasis on main-training order and control can sometimes lead to a lack of flexibility, making it difficult for the organization to adapt quickly to changes in the external environment [23].

1.3 Younger people (GenZ) and factor affecting employment intention

Born between 1995 and 2010, generation Z, also referred to as the iGeneration or Generation Net due to their deep knowledge and reliance on internet technologies [29], recently entered the labor market. While generation Z displays traits commonly associated with the millennial generation, such as loyalty, determination, and thoughtfulness [30], Gen Z individuals are also technologically adept workers, skilled in multitasking, that have an incredible capacity to adapt to new work environments [31, 32]. Gen Z employees seek jobs that are in accordance with their values [33], prioritizing finding purpose and meaning in their work. Individuals from generation Z desire positions that offer them the opportunity to grow and advance, while also allowing them to have a great positive impact on society and address global issues [34]. The young generation look for job opportunities that offer flexibility [35] not only from a schedule point of view, but also regarding the prospect of working in a hybrid regime (both from the office and from home) or completely remote. The need for a flexible program comes from Gen Z's desire to have and maintain a healthy balance between professional and personal life [35]. These individuals value the ability to follow their interests and engage in different hobbies, outside of the workplace.

Due to demographic shifts, evolving workforce dynamics, and their effects on organizational performance, talent acquisition, and most important, retention, it is crucial for companies around the world [21]. This is way, managers everywhere try assessing the factors that influence the performance of Generation Z employees. One of these factors is organizational culture. Organizational culture is important for Gen Z [21] as they prefer companies that celebrate and promote diversity and inclusivity [34]. Individuals from generation Z want to be part of an organization that encourages productivity based on collaboration and teamwork, while every employee, no matter the background is valued and respected for their unique contribution [34]. What is more, employees from generation Z are digital natives, possessing advanced technological abilities [30]. They thrive in a culture that not only encourages open communication, but also supports inter-colleague collaboration through digital tools [29], such as social platforms. Offering gen Z employees, the chance to cooperate, mentor and be mentored, all with the help of user-friendly devices and modern digital tools, fosters a learning-oriented culture and a health and friendly environment, in which the young generation not only meets the expectations of managers, but also exceeds them [36].

2. MATERIALS AND METHODS

2.1. Materials

The aim of the study was to identify the aspects that emerged from the research questions, namely: young people's interest in finding out details about the corporate culture during job interviews and their desire to work in a company with a strong organizational culture. To see if the type of organizational culture had an influence on young people (1) intention to work in a company where the organizational culture is strong and intention to learn more about a company's culture, a multiple regression analysis was conducted. For the first regression, the dependent variable was the intention to work in a company with a strong organizational culture and the independent variables represented the four types of organizational culture: clan (CC), adhocracy (AC), hierarchy (HC), and market (MC). For the second regression, the dependent variable was the intention to learn more about a company's culture and similarly, the independent variables were the four types of culture.

2.2. Methods

To this end, a questionnaire was developed based on the Competing Values Framework, a model that explains organizational culture in terms of two main dimensions summarized in a 2x2 matrix with four clusters [37]. All questions were rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Respondents were selected using the snowball method. The questionnaire was distributed online among the students of a business faculty. The resulting sample consisted of 101 respondents between the ages of 18 and 26, of whom 71.3% were women and 28.7% were men. About one third of them had never been employed (31.7%), and all others had the following employment status: 32.7% were employed at the time of the survey, 24.8% were not employed but had been employed in the past, and 10.9% had their own business or worked in the family business.

Given that the younger generation tends towards more innovative and friendly workplace environments, the following hypotheses were proposed:

H1. There is a relationship between clan culture and intention to work in a company with a strong organizational culture.

H2. There is a relationship between adhocracy culture and intention to work in a company with a strong organizational culture.

H3. There is a relationship between hierarchy culture and intention to work in a company with a strong organizational culture.

H4. There is a relationship between market culture and intention to work in a company with a strong organizational culture.

H5. There is a relationship between clan culture and intention to learn about company's organizational culture during a job interview.

H6. There is a relationship between adhocracy culture and intention to learn about company's organizational culture during a job interview.

H7. There is a relationship between hierarchy culture and intention to learn about company's organizational culture during a job interview.

H8. There is a relationship between market culture and intention to learn about company's organizational culture during a job interview.

3. RESULTS

The findings of the study are presented below. In addition, for the descriptive analysis, the mean and standard deviation of the construct as well as the reliability test are also presented.

Constructs: Items, Mean, Standard deviation and reliability test		**Index**	**Std. dev.**	**α**
Clan	*The company offers an open and friendly job, the people being like a big family.*	4.237	0.805	0.925
	In the company, managers are considered to be mentors or even parental figures (like parents).			
	In the company, group loyalty and the sense of tradition are strong.			
	In the company, there is emphasis on the long-term benefits of the development of human resources.			
	The company prioritizes teamwork, participation and consensus and gives great importance to group cohesion.			
	In the company there is a strong concern for people.			
Adhocracy	*The company offers a dynamic, entrepreneurial and creative job.*	4.145	0.806	0.924
	In the company, innovation and risk taking are accepted by employees and managers.			
	In the company, employees and managers are interested in experimenting with everything new and appreciate different thinking.			

	In the company, the long-term emphasis is on growing the business and acquiring new resources.			
	In the company, success means obtaining unique and new products or services, as it is important for a leader.			
	In the company, individual initiative and freedom are encouraged.			
Hierarchy	*The company offers a very structured and formal job in which the rules and procedures govern the behavior of employees and even managers.*	3.915	0.859	0.899
	In the company, managers strive to be good coordinators and organizers and are always oriented towards efficiency.			
	In the company, formal policies are the ones that keep the group united.			
	In the company, the stability, performance and efficient operations are the long-term objectives.			
	In the company, success means offering trust, problem-free scheduling and low costs.			
	In the company, the management wants security and predictability.			
Market	*The company is results-oriented and always focused on completing tasks.*	3.853	0.869	0.911
	In the company, people are competitive and goal-oriented.			
	In the company, managers are demanding, persistent and productive.			
	In the company, the emphasis on winning unites the organization, and reputation and success are common priorities.			
	In the company, the long-term emphasis is on competitive action and on achieving measurable goals and targets.			
	In the company, success means large market share and competitive prices.			

Table 1. Descriptive statistics and Cronbach Alpha

Source: Authors' work

In Table 1, the descriptive statistics of the organizational culture constructs are shown. In addition, the Cronbach alpha reliability test was carried out for each of the four constructs: clan culture, adhocracy culture, hierarchy culture and market culture. The mean score for *clan culture* was 4.237 with a standard deviation of 0.8054, indicating, on average, a positive perception of this culture among the younger people. Moreover, the adhocracy culture also had a higher mean, suggesting a positive perception as well (M=4.145, SD = 0.806). However, the hierarchy culture scored lower among the younger people. with a mean score of 3.915 (SD = 0.859). For the last construct, the market culture had a mean score of 3.853 (SD = 0.8685), lower than even hierarchy culture.

Regarding the reliability results, the Cronbach's α of the four constructs indicated good internal consistency and all values were above the threshold of 0.70 [38].

Predictor	B	Std. Error	Beta	t	Sig.
(Constant)	0.822	0.535		1.536	0.128
Clan	0.361	0.203	0.263	1.78	0.078
Adhocracy	-0.433	0.211	-0.316	-2.051	0.043
Hierarchy	0.321	0.222	0.25	1.446	0.151
Market	0.405	0.197	0.319	2.057	0.042
Model Summary: R = 0.538, R^2 = 0.290, Adjusted R^2 = 0.260, Std. Error of Estimate = 0.949' ANOVA: F(4, 96) = 9.780, p < .001					

Table 2. Results of ANOVA Regression - Intention to work in a company with a strong organizational.

Source: Authors' work

Table 2 shows that the ANOVA model regression was statistically significant [$F(4, 96) = 9.78$, $p < .001$]. Furthermore, the R^2 of 0.290 shows that 29% of the variability in the intention to work in a strong culture company is explained by the model. As it can be seen, among the four types of organizational culture examined, the variable adhocracy culture had a significant negative association (β = -0.433, p = 0.043). This suggests that there is a lower intention to work in a company with a strong cultural organization, when the culture is concerned with innovation. Therefore, for this result the study found support for **H2** at 5% significance level.

Moving on, for the market culture, the findings showed a positive significant relation (β = 0.405, p = 0.042). Meaning, a focus on competition and achievement was linked to a higher intention to work in a strong culture company. Since the relation is significant, there is support for **H4**. Moreover, for clan culture (β = 0.361, p = 0.078) results were significant at 10%. However, for hierarchy culture (β = 0.321, p = 0.151) there is a positive association, but non-significant. As a result, **H1** is supported and **H3** is not supported.

Predictor	B	Std. Error	Beta	t	Sig.
(Constant)	0.938	0.467		2.007	0.048
Clan	0.237	0.177	0.194	1.342	0.183
Adhocracy	0.333	0.184	0.273	1.811	0.073**
Hierarchy	0.096	0.194	0.083	0.494	0.622
Market	0.081	0.172	0.071	0.468	0.641
Model Summary: R = 0.567, R^2 = 0.321, Adjusted R^2 = 0.293, Std. Error of Estimate = 0.828 ANOVA: F(4, 96) = 11.365, p < .001					
*Note: *sig. at 5%, **sig. at 10%*					

Table 3. Results of ANOVA Regression - Interest in learning about the organizational culture

Source: Authors' work

The findings of the second regression analysis are presented in Table 3. The model was also significant [$F(4, 96) = 11.365$, $p < .001$] for the second regression, where the relationship between *interest in learning about a company's culture during an interview* (dependent) and the *type of organizational culture* (independent) was analyzed. Given that R^2 was 0.321, it means that the model *explained* 32.1% of the variance in the interest of learning about a company's culture. For the first variable, the results showed that *clan culture* was positively associated with younger generation' interest in learning about a company culture ($\beta = 0.237$) at an interview. However, since the result was not statistical significance ($p = 0.183$), no support for **H5** was found**.** Although for the variables hierarchy culture ($\beta = 0.096$, $p = 0.622$) and market culture ($\beta = 0.081$, $p = 0.641$) positive associations were found as well, the findings were not statistically significant. Therefore, **H7** and **H8** are not supported. Furthermore, only the adhocracy culture (β = 0.333, p= 0.073) was found to have a somewhat stronger positive relation with the interest of the younger people to learn more about company's culture. Therefore, at 10% significance level, H**7** is supported in this study.

As a result, for the second regression model, these findings suggest that some types of organizational culture do significantly predict interest in learning about company culture during an interview.

No.	Hypotheses	Decision
H1.	Clan -> Intention to work	Supported**
H2.	Adhocracy -> Intention to work	Supported*
H3.	Hierarchy -> Intention to work	Not Supported
H4.	Market -> Intention to work	Supported**
H5.	Clan -> Intention to learn	Not supported
H6.	Adhocracy -> Intention to learn	Supported**
H7.	Hierarchy -> Intention to learn	Not supported
H8.	Market -> Intention to learn	Not supported
*Note: *sig. at 5%, **sig. at 10%*		

Table 4. Summary of the hypotheses and their decision.

Source: Authors' work

Given the results of the two regression models, four out of the 8 hypotheses were supported. Therefore, the results of the regression models showed that the intention to learn about a company's culture during an interview is partially predicted by the some of the four organizational cultures, and the intention to work in a company, is as well, partially influenced by these variables (clan, adhocracy, hierarchy, market).

4. DISCUSSION

The present study examined how organizational culture (clan, adhocracy, hierarchy, and market) affects Generation Z's (1) intention to work in a company with a strong organizational culture and (2) interest in learning about a company's culture during an interview. Previous literature indicates that younger individuals are more technologically adept, prefer flexibility at the workplace (hybrid or remote), and value jobs that are meaningful and align with their personal values [29, 34, 30, 32, 35].

The Social Identity Theory (SIT) can be regarded as a framework for understanding these preferences in regards to the types of organizational culture and intention to work and learn in relation to a company. According to SIT, individuals form their self-concept based on group affiliations, such as nationality, ethnicity, or profession [2, 1] and can extend to the organizational culture as well, given that it represents a collective or group of people. Moreso, it suggests that when people perceive an alignment between their personal values and the values of the company, they experience a great sense of belonging and identity with that respective organization [5]. This alignment, also known as person-organization fit [20], can enhance job satisfaction, commitment, and overall performance [14].

The current findings showed that the four types of organizational culture partially predict the interest in learning about a company's culture during an interview and they do influence the intention to work in a company with a strong culture. Particularly, for adhocracy culture, there was a negative relationship with the intention to work. These results may suggest that innovation-oriented cultures may not align with Gen Z's views and desires regarding the workplace, which is not in line previous literature that suggested that young people value innovation and adaptability [34]. This could also be interpreted (through the lens of SIT) to mean that the perceived instability or constant change (hence adhocracy is seen as dynamic) in such cultures may not foster the sense of belonging and identity that younger people seek in their working lives.

In addition, market culture showed a positive relationship with the intention to work in a company with a strong culture. Market culture, concerned with competition and achievement, appears to attract Gen Z, suggesting they may be more interested in cultures that offer clear metrics for success and opportunities for career growth. In addition, this aligns with SIT, which posits that individuals are attracted to group of people that increase their self-esteem [8].

Moreover, the hypothesis that clan culture would be associated with the intention to work was supported, coincidentally, it also ranked as a top preference for the younger people. This is in line with Rampen et.al. [34], which suggested that young people prefer friendly and team-oriented workplaces. No statistically significant relationship was found between hierarchy cultures and employment intention, implying that traditional, rigid environments may not be a top preference for Gen Z, who values flexibility and work-life balance [35].

The second regression analysis explored how organizational culture affects the intention to learn about a company's culture during an interview. Adhocracy culture had the strongest positive relationship, indicating a potential interest in cultures emphasizing innovation and adaptability. In line with Social Identity Theory, these findings suggest that Gen Z may be curious about dynamic work environments during an interview, however, this interest may also arise as a way to avoid dynamic environments. From the first regression, younger people felt less inclined to work in a dynamic and innovative workplace, perhaps due to their desire for stability and alignment with personal values [16].

Finally, the lack of significant findings for the other variables -clan, hierarchy, and market- may indicate that while these cultural elements are considered, they are not primary reasons for Gen Z to engage with or learn about a company’s culture. Furthermore, SIT highlights why person-organization fit is important; when employees perceived that their values or behaviors aligned with those of the organization, they are more likely to have a sense of belonging [17].

These results could determine some important managerial implications. Thus, given that a strong clan culture positively influences young people's intention to work for a company, managers should promote and embody values associated with clan culture - such as teamwork, mentorship, and a supportive work environment - in their recruitment messaging. This could include testimonials from current employees highlighting the collaborative atmosphere or structured mentorship programs available to new hires. More than that, organizations should consider how they present their culture during job interviews. Since young applicants are keen on understanding the organizational culture, managers should develop clear narratives around their culture, focusing on aspects like innovation (within the confines of adhocracy), and the long-term development of employees. This strategy might not only improve organizational attractiveness but also enhance candidate engagement during interviews.

Since the market culture shows a positive relationship with the intention to work in a company, managers can leverage this insight to cultivate a results-driven atmosphere that rewards competitive achievements. Demonstrating clear pathways for success and recognition may further attract ambition-driven candidates who value measurable performance outcomes.

The emphasis on a clan culture suggests that young workers value organizations that promote long-term relationships among employees. Managers should implement policies that encourage social interactions, such as team-building activities and transparent communication channels, which can facilitate a familial atmosphere and enhance job satisfaction and retention.

Since young applicants express interest in learning about a company's culture during interviews, organizations should consider offering structured avenues for candidates to inquire about and experience the culture first-hand. For instance, conducting informal meet-and-greet sessions with potential team members or offering cultural tours as part of the interview process can enhance their understanding and perception of the company.

By implementing these managerial implications, organizations can better align their workplace culture with the preferences of younger job seekers, ultimately contributing to improved recruitment outcomes, employee satisfaction, and organizational performance.

5. CONCLUSIONS

This study sought to investigate how different types of organizational culture influence the intentions of Generation Z regarding their willingness to work in environments characterized by strong organizational cultures and their interest in learning about these cultures during job interviews. The findings provide critical insights into how young individuals perceive workplace environments and cultural dynamics.

The results indicate that clan and market cultures have a significant positive impact on Generation Z's intention to work in organizations with a strong culture, while adhocracy culture demonstrated a significant negative association with this intention. This is particularly noteworthy as it challenges prior literature emphasizing the appeal of innovative and adaptable workplace cultures to younger generations. The finding suggests that while Generation Z values innovation, they may prefer stability and clearly defined metrics of success associated with market-oriented environments rather than the dynamic and sometimes unpredictable nature of adhocracy cultures.

The study also revealed that the intention to learn about a company's culture during job interviews is influenced by organizational culture, with adhocracy culture showing the strongest association. This aligns with the idea that Generation Z may perceive dynamic workplaces with innovative cultures as attractive, even if they simultaneously exhibit reluctance to engage in such environments. This duality could be indicative of a desire for adaptability alongside an underlying need for stability, underscoring the complexity of preferences among younger job seekers.

The positive association between clan culture and the intention to work further emphasizes the preference among young individuals for workplaces characterized by teamwork, belongingness, mentorship, a sense of community and supportive relationships - key aspects that align with Gen Z values. This aligns with existing research suggesting that younger generations seek collaborative environments that foster open communication and a sense of community.

As organizations strive to attract Generation Z talent, the findings suggest that promoting a strong clan-oriented or market-oriented culture could be more effective than solely focusing on innovation and adaptability. Additionally, companies should emphasize their commitment to support, recognize success, and highlight avenues for personal and professional development, which resonate with the values of this demographic.

While the study provides important insights into Generation Z's preferences, it is limited by its sample size and demographic composition. Future research should consider larger and more diverse samples to enhance the generalizability of the findings. Additionally, longitudinal studies could provide deeper insights into how preferences evolve as individuals move through different stages of their careers.

In conclusion, this research sheds light on the complex interplay between organizational culture and the employment intentions of Generation Z. It highlights the importance for companies to cultivate strong organizational cultures that align with the values and expectations of younger workers, thereby enhancing their attractiveness as employers in a competitive job market.

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