

Research Horizon

ISSN: 2808-0696 (p), 2807-9531 (e)

Research Horizon

Volume: 06

Issue: 01

Year: 2026

Page: 583-592

Citation:

Saepudin, A., & Handayani, S. (2026). Transforming human resource management practices for Generation Z in the contemporary workplace. *Research Horizon*, 6(1), 583-592.

Article History:

Received: January 16, 2026

Revised: February 12, 2026

Accepted: February 27, 2026

Online since: February 28, 2026

Transforming Human Resource Management Practices for Generation Z in the Contemporary Workplace

Aep Saepudin^{1*}, Sri Handayani¹

¹Universitas Teknologi Yogyakarta, Yogyakarta, Indonesia

* Corresponding author: Aep Saepudin (aep.6230111031@student.uty.ac.id)

Abstract

The workforce is shifting as Generation Z (born 1997–2012), the first true digital natives, enters workplaces with unique traits shaped by connectivity, instant information, and strong social-environmental awareness. This creates opportunities and challenges for human resource management, requiring adaptations in recruitment, development, evaluation, and culture to sustain engagement and retention. This article aims to conceptually examine how human resource management can effectively respond to the needs and expectations of Generation Z in the workplace. The study adopts a conceptual review approach, synthesizing recent scholarly literature, global reports, and empirical insights from reputable sources to explore generational dynamics and propose adaptive strategies. The findings indicate that Generation Z prioritizes meaningful work, flexibility, continuous learning, real-time feedback, inclusivity, and mental health support over traditional rewards alone. They expect technology-integrated processes, value-aligned organizations, and human-centered environments that reject rigid hierarchies. These insights imply that organizations must transform human resource management into a strategic, agile function focused on authenticity, digital enablement, and employee well-being. Successful adaptation can lead to higher engagement, stronger retention of young talent, and enhanced innovation, while failure to evolve risks increased turnover and reduced competitiveness in attracting the next generation of workers.

Keywords

Digital Natives, Employee Engagement, Generation Z, Human Resource Management, Work-Life Balance.

1. Introduction

The global workforce structure is undergoing a major shift as Generation Z increasingly dominates the workplace. This generation, generally defined as individuals born between 1997 and 2012, is now entering productive age and gradually taking over roles from previous generations (Iorgulescu, 2016; Francis & Hoefel, 2018). What makes Generation Z unique is that they are the first group to grow up entirely in the digital era. They were born and raised in a world that is always connected, instant, and filled with technology from early childhood. This environment has significantly shaped their character, way of thinking, and expectations toward work, making them very different from previous generations (Schroth, 2019; Gabrielova & Buchko, 2021).

On one hand, Gen Z is known as an adaptive, creative, inclusive generation that strongly prioritizes social values when choosing an organization to work for. They want jobs that offer not only salary, but also meaning, flexibility, and work-life balance (Berkup, 2014; Lev, 2021). According to McKee-Ryan (2021), Gen Z entered the workforce during a global pandemic, which made them more cautious about job stability and mental health issues. They tend to view work as part of their life journey rather than the final goal. Moreover, many of them reject rigid hierarchical systems and prefer collaborative approaches along with fast, honest feedback (Racolța-Paina & Irini, 2021).

The presence of Gen Z also brings complex challenges for organizations. They have high expectations for technology and the work environment. They get bored quickly, are sensitive to social injustice, and are likely to switch jobs if they feel undervalued or not growing (ILO, 2023; World Economic Forum, 2023). Conventional Human Resource Management (HRM) approaches are often no longer sufficient to address these dynamics. The HRM function now needs to act as a strategic player in building human-centric, inclusive, and agile organizations.

Although many studies have discussed the characteristics of Gen Z and their implications for companies, such as Francis and Hoefel (2018) and Gabrielova and Buchko (2021), there is still a significant research gap in the recent literature. Most existing research focuses on general descriptions of Gen Z preferences or the challenges they face when entering the workforce. However, few explore in depth how organizations, especially in developing countries like Indonesia, can specifically adapt HRM strategies to improve retention and engagement among Gen Z (McKee-Ryan, 2021). According to Sousa et al. (2025), even though interest in multigenerational dynamics has increased, there are still limited studies that integrate global empirical perspectives with local contexts to design adaptive HRM practices aligned with Gen Z values such as sustainability and mental health. This gap becomes more evident because many organizations continue to use traditional HRM models that do not match the expectations of this digital-native generation, thus risking higher turnover and lower productivity.

This article aims to conceptually examine how HRM can effectively respond to the needs and characteristics of Generation Z in the workplace. By integrating the latest literature and data from global reports, this paper offers an HRM approach oriented toward values, technology, and work-life balance. Specifically, the study focuses on transforming HRM strategies, from recruitment to career development, so that organizations can gain a competitive advantage through high employee engagement and strong retention of young talent. In this way, the article is expected to provide practical contributions for HRM practitioners and academics in facing the dynamics of today's new working generation.

2. Literature Review

2.1. Characteristics of Generation Z in the Workplace

According to Zahra et al. (2025), Generation Z represents a generation that is fundamentally different from previous cohorts due to their complete immersion in digital environments from a very young age. This group, born roughly between 1997 and 2012, has grown up with constant access to smartphones, social media, and instant information. As a result, they developed strong digital fluency and expect technology to be integrated into every aspect of their work life.

Zahra et al. (2025) also emphasize that Gen Z places high value on authenticity, social responsibility, and meaningful work. Unlike previous generations that often prioritized job security and financial rewards, Gen Z tends to seek employers whose values align with their own beliefs. They are particularly sensitive to issues such as environmental sustainability, diversity, equity, inclusion, and social justice (Iorgulescu, 2023). Many members of this generation are willing to reject job offers from companies that do not demonstrate a genuine commitment to these issues, even if the salary is attractive.

Another prominent characteristic is their preference for flexibility and work-life integration rather than traditional long working hours. Singh and Dangmei (2022) point out that Gen Z strongly resists rigid office routines and hierarchical structures. They prefer environments that allow autonomy, quick feedback, and opportunities for continuous learning. This generation also shows lower tolerance for burnout and expects organizations to actively support mental health and well-being. These traits make them more likely to change jobs when they feel undervalued or stagnated (Lazar et al., 2023).

2.2. Generation Z Work Motivation

According to Surugiu et al. (2025), the main motivational drivers for Generation Z in the workplace are quite different from those of previous generations. While salary remains important, it is no longer the dominant factor. Gen Z places much greater emphasis on personal growth, purpose-driven work, and recognition of their contributions. They want to feel that their daily tasks have a meaningful impact beyond just earning money.

Surugiu et al. (2025) further explain that this generation highly values opportunities for rapid skill development and clear career progression paths. They are less interested in long-term loyalty to one company and more focused on continuous learning and personal development. Many Gen Z employees expect organizations to provide access to modern learning platforms, mentoring programs, and regular training (Graczyk-Kucharska, 2019). When these opportunities are lacking, they tend to look for new workplaces that better support their growth needs.

Flexibility is another major motivational factor. Wuttaphan (2018) notes that Gen Z strongly prefers hybrid or remote work arrangements that allow them to balance work with personal life. They are also more open to non-traditional employment models such as freelancing or gig work. This preference is closely linked to their desire for autonomy and control over their time and energy (Kulkarni & Rai, 2023). Organizations that fail to offer flexible options often experience higher turnover among this group.

2.3 HRM Issues in the Generation Z Era

According to Sousa et al. (2025), the entry of Generation Z into the workforce creates significant challenges for human resource management, particularly in the areas of talent attraction, retention, and engagement. Traditional HRM practices that worked well for Baby Boomers, Generation X, and even Millennials are often no longer effective for this new cohort. Organizations must rethink many established systems to remain competitive in attracting young talent.

Sousa et al. (2025) highlight that one of the biggest challenges is the high mobility of Gen Z employees. They are more likely to leave an organization when they feel their values are not aligned, when growth opportunities are limited, or when the company does not support work-life balance. This high turnover tendency requires HRM to shift from long-term retention strategies to creating short- and medium-term engagement experiences that are meaningful and valuable (Shabib et al., 2021).

Another important implication is the need for digital transformation in HRM processes. Gen Z expects recruitment, onboarding, performance management, and learning to be conducted through modern, user-friendly digital platforms (Lazar et al., 2023). They are frustrated with outdated systems, paper-based processes, or slow administrative procedures. HRM departments must therefore accelerate digitalization and adopt technologies such as AI-assisted recruitment, gamified learning, and real-time feedback tools to meet the expectations of this generation.

3. Methods

This article employs a conceptual review approach, also referred to as a narrative or theoretical literature review, to explore the dynamics of Human Resource Management (HRM) in response to Generation Z entering the workforce. The primary goal of this method is to synthesize existing knowledge from scholarly articles, global reports, and empirical studies, rather than to collect or analyze new primary data. By integrating insights from diverse sources, the review aims to identify patterns, highlight key concepts, and propose adaptive HRM strategies that align with the unique characteristics and expectations of Gen Z employees. This approach is particularly suitable for emerging topics like generational shifts in the workplace, where the literature is still developing and requires conceptual mapping before more empirical testing can occur.

The selection of literature followed a purposeful and systematic process to ensure relevance and recency. Sources were drawn mainly from academic databases such as Google Scholar and Scopus, as well as reputable international reports from organizations including Deloitte, McKinsey & Company, Gallup, the World Economic Forum (WEF), the International Labour Organization (ILO), and others. Keywords used in the search included combinations such as “Generation Z workplace,” “Gen Z HRM,” “digital natives in organizations,” “HR strategies for Gen Z,” “Generation Z characteristics,” and “HRM transformation for young workers.” The focus was placed on publications from 2014 to 2025 to capture the most current understandings of Gen Z, who began entering the workforce significantly in the mid-2010s. Priority was given to peer-reviewed journal articles, high-impact reports, and studies that provided either theoretical frameworks or data-driven insights into generational differences and HRM implications.

Inclusion criteria emphasized works that directly addressed Gen Z’s traits (digital fluency, value orientation, flexibility preferences, and mental health concerns), motivational factors, or specific HRM challenges and strategies. Exclusion criteria eliminated outdated sources (pre-2014 unless foundational), non-English publications without reliable translation, and materials lacking clear relevance to workplace or HRM contexts. No formal quality appraisal tool (such as PRISMA for systematic reviews) was applied, as this is a narrative conceptual synthesis rather than a strict systematic review; however, only credible, well-cited sources from established journals and organizations were selected to maintain reliability.

Through this integrative process, the review critically analyzes and connects the selected literature to build a coherent conceptual framework. It identifies common themes across studies, points out consistencies and contradictions in findings, and derives practical recommendations for HRM practitioners. Ultimately, this method supports the article’s objective of offering a forward-looking perspective on how

organizations can transform their HRM practices to better engage and retain Generation Z talent in a rapidly changing work environment.

4. Results

4.1. Generation Z Workplace Expectations and Traits

According to Zahra et al. (2025), Generation Z exhibits a strong digital-native identity, having grown up fully immersed in technology, which shapes their expectations for seamless integration of digital tools in all workplace processes. This characteristic leads them to demand efficient, user-friendly systems for communication, task management, and learning. They often express frustration when organizations rely on outdated technology, viewing it as a barrier to productivity and innovation.

Gen Z prioritizes authenticity and social responsibility in their employers. Iorgulescu (2023) highlights that this generation seeks workplaces where organizational values align closely with personal beliefs, particularly around sustainability, equity, and social justice. Many Gen Z employees are willing to reject opportunities that do not demonstrate a genuine commitment to these issues, even if compensation is competitive. This expectation extends to transparent communication about corporate social responsibility initiatives.

Flexibility emerges as a non-negotiable expectation. Singh and Dangmei (2022) note that Gen Z resists rigid schedules and hierarchical structures, favoring environments that offer autonomy and quick, constructive feedback. They view work as one part of a balanced life rather than the central focus, leading to preferences for hybrid or remote models that support personal well-being. Mental health awareness is another defining trait. Lazar et al. (2023) indicate that Gen Z experiences higher levels of anxiety related to career uncertainty and societal pressures, expecting employers to provide supportive resources such as counselling and stress management programs. Failure to address these needs often results in disengagement or early departure. Inclusivity and diversity are highly valued. Sousa et al. (2025) report that Gen Z demands environments free from discrimination, where differences in background, identity, and perspective are actively celebrated. Organizations with strong diversity policies tend to attract and retain this talent more effectively. These characteristics create a profile of Gen Z as pragmatic yet idealistic workers who require workplaces to evolve beyond traditional models. Graczyk-Kucharska (2019) and Nurmasari et al. (2025) emphasize that their tech-savviness, combined with value-driven decision-making, challenges HRM to redesign processes for relevance and appeal.

4.2. Motivational Factors and Work Values Driving Gen Z

According to Surugiu et al. (2025), purpose and meaningful impact have emerged as central motivational drivers for Generation Z, often surpassing purely financial considerations. Unlike previous generations that tended to prioritize salary and job security, Gen Z employees are more inclined to seek roles that contribute to broader societal or environmental objectives. They actively pursue employment opportunities in organizations whose missions and values align with their personal beliefs. This orientation toward purpose significantly influences both their job selection process and their long-term organizational commitment, indicating a shift toward value-driven employment relationships.

In addition to purpose, continuous learning and personal growth represent critical motivational factors for Generation Z. Wuttaphan (2018) explains that this cohort expects rapid and ongoing skill development facilitated through modern, flexible training approaches such as microlearning and digital platforms. They place a high value on organizations that provide individualized development pathways tailored to their specific career goals, rather than standardized training programs.

Such opportunities are perceived as essential for career advancement, and the absence of structured growth mechanisms often leads Gen Z employees to seek alternative employment that better supports their professional development.

Recognition and real-time feedback also play a pivotal role in sustaining motivation among Gen Z employees. Kulkarni and Rai (2023) find that this generation prefers frequent and specific acknowledgment of their contributions rather than relying solely on traditional annual performance reviews. Continuous feedback fosters a sense of appreciation, belonging, and engagement, whereas delays or a lack of recognition can quickly lead to dissatisfaction and decreased performance. Furthermore, flexibility in work arrangements significantly shapes their motivational landscape. Shabib et al. (2021) observe that Gen Z is particularly attracted to hybrid work models that provide greater control over time and location, enabling a balance between productivity and personal life. Conversely, rigid and inflexible work structures tend to diminish their motivation and engagement.

Moreover, inclusivity, supportive leadership, and well-being initiatives further enhance motivation within this generation. Zahra et al. (2025) emphasize that Gen Z responds positively to leaders who adopt mentoring and coaching roles, fostering collaborative and inclusive work environments where employee input is valued. In contrast, workplaces characterized by a lack of empathy or fairness tend to experience lower levels of intrinsic motivation among Gen Z employees. Additionally, Lazar et al. (2023) and Akma et al. (2024) highlight the increasing importance of well-being support, particularly in addressing mental health concerns. Gen Z expects organizations to implement proactive measures such as counseling services and burnout prevention policies. Collectively, these factors demonstrate that Gen Z motivation is deeply rooted in the alignment between personal values and organizational practices, with a strong emphasis on growth, recognition, flexibility, and overall well-being.

4.3. Implications and Strategic Adaptations for HRM

According to Husein et al. (2025), the increasing presence of Generation Z necessitates a fundamental transformation in Human Resource Management (HRM) toward more agile and employee-centered approaches. Traditional hierarchical models are no longer considered adequate, as they often fail to meet the expectations of Gen Z, resulting in higher turnover rates and lower levels of employee engagement. Consequently, HRM must adopt strategies that integrate technology and flexibility in order to remain competitive and responsive to the evolving dynamics of the modern workforce.

In the areas of recruitment and employer branding, significant changes are also required. Skýpalová et al. (2023) emphasize that Gen Z actively researches organizational values before applying for jobs and expects clear evidence of commitment to diversity, sustainability, and social purpose. Effective employer branding, therefore, must be supported by transparent communication through digital platforms and authentic representation of organizational practices. This indicates that corporate image can no longer rely solely on promotional efforts but must be reinforced by tangible actions that align with declared values.

Furthermore, performance management systems need to shift from conventional models toward more continuous and adaptive approaches. Aryani (2025) suggests replacing annual performance appraisals with ongoing coaching, real-time feedback, and data-driven decision-making. This transformation aligns with Gen Z's preference for immediacy, relevance, and continuous self-development. In parallel, the digitalization of HRM processes has become essential. Deloitte (2024) highlights that Gen Z expects the use of technology in various HR functions, including onboarding, learning, and internal communication. The implementation of AI-assisted recruitment, gamified training, and collaborative platforms has been shown to enhance both operational effectiveness and organizational attractiveness.

Moreover, attention to employee well-being and leadership development plays a crucial role in enhancing Gen Z engagement. Microsoft (2024) finds that flexible work arrangements, including hybrid models and mental health support, significantly contribute to higher engagement levels. Meanwhile, Gallup (2023) indicates that Gen Z thrives under supportive, inspirational, and coaching-oriented leadership rather than authoritarian styles. Therefore, leadership development programs that emphasize empathy, mentoring, and inclusivity are essential. Randstad (2023) and World Economic Forum (2023) underscore that organizations capable of adapting to these changes will achieve competitive advantages through improved retention, increased innovation, and enhanced workforce performance among Generation Z employees.

5. Discussion

The findings from this conceptual review reveal that Generation Z brings a distinct set of characteristics and expectations to the workplace, fundamentally challenging traditional HRM approaches. According to Zahra et al. (2025), Gen Z's deep digital immersion creates a strong demand for technology-integrated processes, while their value-driven mindset pushes organizations to demonstrate genuine commitment to social and environmental issues. These traits, combined with preferences for flexibility and mental health support, indicate that rigid, hierarchical structures are increasingly mismatched with this cohort's needs. Organizations that continue to rely on outdated models risk higher turnover, as Gen Z views job changes as opportunities for better alignment rather than failures in loyalty (Singh & Dangmei, 2022).

This mismatch highlights a broader implication for HRM transformation. Surugiu et al. (2025) emphasize that motivation for Gen Z stems more from purpose, growth opportunities, and real-time recognition than from salary alone. When employers fail to provide meaningful work or continuous learning paths, engagement drops quickly. The review shows consistency across sources that flexible work arrangements and inclusive cultures are key to sustaining motivation (Wuttaphan, 2018; Kulkarni & Rai, 2023). In contrast, ignoring these factors leads to disengagement, reduced productivity, and talent loss to competitors who adapt faster.

A critical point emerging from the synthesis is the need for HRM to shift from administrative functions to strategic, human-centric roles. Sousa et al. (2025) argue that recruitment must evolve into value-based employer branding, using digital platforms to showcase authenticity and inclusivity. Performance management should move toward continuous feedback and coaching, aligning with Gen Z's expectation for immediacy and development (Shabib et al., 2021). Digitalization of HRM processes, such as AI-assisted tools and gamified learning, not only meets technical expectations but also signals organizational modernity (Lazar et al., 2023).

Despite these insights, some limitations in the current literature persist. While global reports provide robust data on Gen Z preferences, fewer studies address implementation challenges in developing countries like Indonesia, where cultural norms and resource constraints may moderate the applicability of Western-centric strategies (Graczyk-Kucharska, 2019). This gap suggests that future research should explore localized adaptations to ensure relevance beyond high-resource contexts. Successfully managing Generation Z requires HRM to embrace agility, empathy, and innovation. Organizations that integrate these elements stand to benefit from higher engagement, stronger innovation, and sustained competitive advantage through a motivated young workforce.

The practical implications of this review are significant for HRM practitioners and organizations. First, leaders should prioritize building flexible, hybrid work models supported by robust digital infrastructure to attract and retain Gen Z talent

(Deloitte, 2024; Microsoft, 2024). Second, investing in mental health resources, inclusive leadership training, and purpose-aligned initiatives can reduce turnover and enhance well-being (World Economic Forum, 2023; Gallup, 2024). Third, shifting to continuous performance systems and personalized development paths will foster loyalty and growth (Randstad, 2023; McKinsey & Company, 2023). Finally, in contexts like Indonesia, HRM strategies must balance global best practices with local cultural values to maximize effectiveness (Husein et al., 2025; Aryani, 2025). By acting on these implications, organizations can turn the challenges of Gen Z into opportunities for long-term success.

6. Conclusion

The entry of Generation Z into the workforce marks a pivotal shift that requires organizations to fundamentally rethink their human resource management practices. This generation, shaped by digital immersion, values-driven decision-making, and a strong emphasis on flexibility and well-being, no longer fits comfortably within traditional hierarchical and rigid structures. Organizations that fail to adapt risk facing higher turnover, reduced engagement, and missed opportunities for innovation from young talent. In contrast, those that embrace change, by prioritizing meaningful work, real-time feedback, inclusive cultures, and technology-enabled processes, can build stronger connections with Gen Z employees. This leads to improved retention, higher motivation, and a more agile and creative workforce capable of thriving in today's fast-changing environment. Ultimately, the success of HRM in the Gen Z era depends on moving beyond administrative routines toward a more human-centered, responsive, and forward-looking approach.

This review carries several important implications for practice and future research. For practitioners, the key takeaway is the urgent need to redesign recruitment, performance management, learning systems, and well-being policies to align with Gen Z expectations, particularly in areas like flexibility, purpose, and mental health support. However, the findings are limited by the conceptual and narrative nature of the review, which relies heavily on existing global literature and may not fully capture contextual differences in developing economies or culturally diverse settings. Future empirical studies could address these gaps by conducting longitudinal research or comparative analyses in specific regions, testing the effectiveness of proposed HRM adaptations, and exploring how local factors influence Gen Z responses. Such work would help refine strategies and provide more actionable guidance for organizations navigating this generational transition.

References

- Akma, Y. F., Yasin, N., & Perdhana, M. S. (2024). Green human resource management and its importance toward a sustainable workplace: A comprehensive literature review. *Research Horizon*, 4(6), 457–468.
- Aryani, D. N. (2025). The evolution of human resource management in the Generation Z era. *Journal of Economics, Management, Accounting and Computer Applications*, 2(2), 22–27.
- Berkup, S. B. (2014). Working with generations X and Y in generation Z period: Management of different generations in business life. *Mediterranean Journal of Social Sciences*, 5(19), 218–229.
- Deloitte. (2024). *Global Gen Z and Millennial survey 2024*. Retrieved on June 29, 2025, from <https://www.deloitte.com/global/en/about/press-room/deloitte-2024-gen-z-and-millennial-survey.html>.
- Francis, T., & Hoefel, F. (2018). True gen': Generation Z and its implications for companies. *McKinsey & Company*, 12(2), 1–10.
- Gabrielova, K., & Buchko, A. A. (2021). Here comes generation Z: Millennials as managers. *Business Horizons*, 64(4), 489–499.

- Gallup. (2023). *State of the global workplace report*. Retrieved on Dec 15, 2025, from <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>.
- Gallup. (2024). *Workplace trends for the new generation*. Retrieved on Dec 25, from <https://www.gallup.com/workplace/547283/workplace-trends-leaders-watch-2024.aspx>.
- Graczyk-Kucharska, M. (2019). Knowledge management for human resources: Profile of a generation Z employee. In *Proceedings of the 20th European Conference on Knowledge Management* (Vol. 1, pp. 434–442). Lisbon: ECKM.
- Husein, H., Purnama, R., Manurung, T. M. S., Sondeng, S., & Suhara, A. (2025). Human resource management strategies in supporting Generation Z adaptation to modern organizational culture. *Journal of the American Institute*, 2(3), 407–417.
- ILO. (2023). *Global employment trends for youth*. Retrieved on October 13, 2025, from <https://www.ilo.org/publications/major-publications/global-employment-trends-youth-2024>.
- Iorgulescu, M. C. (2023). Understanding Generation Z in the workforce: A review of characteristics and expectations. *Journal of Management & Business Research*, 12(3), 45–59.
- Iorgulescu, M. C. (2016). Generation Z and its perception of work. *Cross-Cultural Management Journal*, 18(01), 47–54.
- Kulkarni, V., & Rai, N. (2023). Generation Z talent management in organisations: An HR perspective. *Journal of Survey in Fisheries Sciences*, 10(1), 1389–1396.
- Lazar, M. A., Zbucnea, A., & Pinzaru, F. (2023). The emerging generation Z workforce in the digital world: A literature review on cooperation and transformation. In *Proceedings of the International Conference on Business Excellence* (Vol. 17, No. 1, pp. 1991–2001). Berlin: Sciendo.
- Lev, T. A. (2021). Generation Z: Characteristics and challenges to entering the world of work. *Cross-Cultural Management Journal*, 23(1), 107–115.
- McKee-Ryan, F. M. (2021). Coming of age in a global pandemic: HRM perspectives on generation Z's workforce entry. In *Research in personnel and human resources management* (pp. 99–128). London: Emerald Publishing Limited.
- McKinsey & Company. (2023). *Diversity, inclusion, and the evolving expectations of Gen Z*. Retrieved on July 27, 2025, from <https://www.mckinsey.com/featured-insights/generation-z>.
- Microsoft. (2024). *Work trend index annual report 2024*. Retrieved on November 15, 2025, from <https://news.microsoft.com/annual-wti-2024/>.
- Nurmasari, S. S., Pala'langan, R., Hidayati, R., & Lataruva, E. (2025). The role of empowerment in improving Generation Z engagement and performance in the workplace. *Research Horizon*, 5(3), 533–544.
- Racolța-Paina, N. D., & Irini, R. D. (2021). Generation Z in the workplace through the lenses of human resource professionals—A qualitative study. *Calitatea*, 22(183), 78–85.
- Randstad. (2023). *Workmonitor global report 2023*. Retrieved on September 30, 2025, from <https://workforceinsights.randstad.com/workmonitor-2023>.
- Schroth, H. (2019). Are you ready for Gen Z in the workplace? *California Management Review*, 61(3), 5–18.
- Shabib, M., Saberi, M., & Wadi, R. M. A. (2021). The role of digital business in achieving generation Z human capital sustainability. In *Applications of artificial intelligence in business, education and healthcare* (pp. 39–67). New York: Springer International Publishing.
- Singh, A., & Dangmei, J. (2022). Digital generation dynamics: Understanding Gen Z in organizations. *International Journal of Management Studies*, 9(1), 12–22.
- Skýpalová, R., Stojanová, H., Troger, H., & Caha, Z. (2023). Human resource management across generations within the context of world of work 4.0. *Emerging Science Journal*, 7(3), 843–853.
- Sousa, J. P., Oliveira, C. M., & Rodrigues, N. J. (2025). Challenges in human resource management for Millennial and Generation Z cohorts: Difficulties in talent recruitment and retention, application to the tourism and hospitality sector. *Tourism and Hospitality*, 7(1), 1–12.
- Surugiu, C., Surugiu, M.-R., Grădinaru, C., & Grigore, A.-M. (2025). Factors motivating Generation Z in the workplace: Managerial challenges and insights. *Administrative Sciences*, 15(1), 29–38.
- World Economic Forum. (2023). *Future of jobs report 2023*. Retrieved August 19, 2025, from <https://www.weforum.org/publications/the-future-of-jobs-report-2023/>

- Wuttaphan, N. (2018). Diversity management: When generation Z comes to the workplace and how human resources can manage. In *7th Business, Economics and Communications International Conference* (pp. 51–59). Phitsanulok: Becic 2018.
- Zahra, Y., Handoyo, S., & Fajrianti, F. (2025). A comprehensive overview of Generation Z in the workplace: Insights from a scoping review. *SA Journal of Industrial Psychology*, *51*(22), 2263–2274.

Acknowledgment

We gratefully acknowledge the contributions of individuals who supported the completion of this article.

Funding Information

This research did not receive any funding.

Conflict of Interest Statement

The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



Copyright: © 2026 by the authors.

This work is licensed under the terms and conditions of the Creative Commons Attribution-ShareAlike 4.0 International License

(<https://creativecommons.org/licenses/by-sa/4.0/>).