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Talent Management of Generation Z

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Abstract

This research explores the challenges and strategies in managing Generation Z employees using secondary data. Findings show that these people value flexibility, technology and meaningful work. But sometimes, company struggle with retaining them due to differences in work expectations. To effectively attract them, companies need to adopt to digital recruitment strategies, career development opportunities and positive work culture. A comparative analysis between differences in two generations is made so that companies can align traditional talent with GenZ in order to build a productive workforce.

Keywords – Generation Z, talent management, work-life, career growth, technology, flexibility, engagement, recruitment strategies, job satisfaction, challenges and their solutions.

Introduction :

According to Collings & Mellahi ([Citation2009](#)); Kravariti & Johnston ([Citation2020](#)),

Talent management is the use of Manpower and Human Resource Management practices for ensuring that the talent is available at the right place and right time in order to solve various complicated problems and to help organization achieve its goals and objectives. It has gained a strong recognition over the past few decades as a subject of study, with companies focusing on involving the values of talent management like teamwork, flexibility, respect, innovation and recognition to fulfill the wants and needs of Generation Z, ensuring employee satisfaction and contribute to the overall and long term success of the organization.

Generation Z (born between 1997- 2012) is the new wave of talent to enter the personnel. It is recognized as technologically forward and linked with digital world. 32 % of the world's population are Gen-Zs, and are

even known as 'Digital Natives' (Prensky 2001). They are way more fluent in the digital language as compared to the past generation. Their main traits include fast reaction, better interactions, technological ability and to learn independently being more comfortable in digital and visual environment.

By studying Talent Management of Generation Z, businesses can identify how they can effectively engage this new generation by managing their characteristics. This research can help the businesses to formulate new strategies for improving employee satisfaction, providing motivation and achieving it's strategic goals and objectives.

Literature Review

(Jorge Vieira 2024)

Unique challenges are presented in the workforce by the entry of generation Z, especially in recruitment, selection and talent acquisition. For the previous generation there were many traditional talent management theories like building and employer brand and this theories now do not meet the requirements and expectation of GenZ. This generation is shaped by technological advancement, they expect modern recruitment Strategies and our highly influenced by social media and virtual platforms. By focusing on adapting to this techniques GenZ's career aspirations can be fulfilled, and how digital tools can attract talent and engagement can be understood.

(Melahat ÖNEREN 2018)

The value of talented employee who can drive changes in innovation, add value to the business and human capital are recognized increasingly in this business world. In this competitive and quickly changing environment companies are seeking to attract the appropriate and talented employees which are particularly generations Z. Generation is going to replace the previous generation, retiring employees and will shift from traditional human resource management practices to talent management strategies.

(Pandita 2022)

This research focuses on how the organisations can target the new generation with the help of new strategies. Also it tells us the difference between generation Z and previous generation. The qualities of generation Z are flexibility, Independence and confidence while the previous generation do not privatise money but they do priorities innovative work. 21 in- depth interview where conducted in India and the study finds that employer branding Can attract generation Z.

(Dr. Aswathi Nair 2018)

This research explore how the organisation attract and hire the new talent with the help of new trends and strategies. Since GenZ's have short span, they prefer interactive learning. This research also explain how gamification can be used as it tool to engage the potential candidates in a game based environment making it easier to attract the top talent in the changing market.

(Naim 2022)

The unique characteristic of generation Z will challenge the organisations as the enter the work force. The main characteristics of them include a desire to learn new things and develop their core interest.

(KRAJEC and BUZETI 2024)

This paper studies how the employees take into consideration the implementation and effect of talent management activities on generation Z. It provides proper practical insides that should be applied in public administration, highlighting the importance of talent management.

(Ramar Veluchamy* 2016)

GenZ's always seek recognition within their academics focusing on rewards and recognition. They also prioritize their personal mental health and hence it has been seen that activities like music have improve the mental health of them and helped them to deal with the challenges like anxiety and depressions which are commonly seen among college and university students.

(Timothy T. Self 2019)

The study explores how the human resource professionals assess the Talent while recruiting the college students by focusing on management training program and comparing the new generation with the previous one. The qualities like integrity, strong work, ethics, soft skills, prior performance and potential talent are prioritized by the HR professionals. They view generation Z as Technologically advanced expecting better work life balance. Additionally they also expect higher salary by being more open to diversity. The research suggest that the student should engage themselves in internships to gain practical experience, improve soft skills through mock interview and adapt to the expectation by the organization.

(Edmund Goh 2019)

The industry is currently facing many challenges like maintaining a stable workforce because of the retiring of older workers. To solve this issues hiring of GenZ is must. With the help of practical talent management strategies it will be easy to attract GenZ employees highlighting the importance of recruitment efforts. For that it is necessary to understand the key characteristics of this generation like technological knowledge and

desire for a better work life balance. This study aim at finding the strategies to attract the new wave of talent by providing insights to the organisation to help them manage this workforce effectively.

(Dr. Vijay Kulkarni 2023)

This research paper studies how the generation Z differs from the previous generation in terms of work expectation, values, behaviour and attitude. Also focuses on how the HR program can adapt to the new strategies to attract engage and develop this generation effectively. At highlights the importance of a workplace that provide collaboration between different generation and various talent management strategies, order to meet the wants and needs of GenZ. By implementing such strategies a company can achieve employee satisfaction, better performance and long term success.

Research Methodology

Objectives

- 1. To explore the expectations of Generation Z.**

Following are some concerns –

A) Job Stability and Financial Security

GenZs are more independent as compared to previous generations and are likely to have multiple jobs. But they are more concerned about the stability of their jobs.

45% and are less likely to feel financially secure, with

26% reporting that their pay does not allow for a good quality of life.

B) Mental Health and Well-Being

GenZs are more likely to seek mental health services as compared to previous generations. They reported that mental health issues affect their ability to work effectively (55% are diagnosed with mental illness) and expect stress free work life balance.

C) Work Environment

They value supportive work environment which is crucial for their job satisfaction and productivity.

Following factors impact their ability to perform effectively.-

- Hostile Work Environment
- Ability to share their full self at work
- Access to transportation

D) Desire for Recognition and Fair Rewards

Gen Z is less likely to feel fairly recognized and rewarded for their work (56%) indicating a need for employers to focus on fair compensation and recognition in order to manage them effectively.

2. To examine how technology influences the engagement of GenZ.

GenZ desire for up-to-date and efficient technology that transforms how the tasks are accomplished. They prioritize the tools that are not only user friendly but effective reducing their work stress. Such tools directly impact productivity and job satisfaction. Companies that adapt to this technological changes are more likely to attract and retain the employees who excel in technology. This generation avoid complicated systems that slow down their productivity and prefer simple and effective platforms. The expectation is clear – workplace technology should be efficient as they are going to use it daily. This generation is going to shape the future of technology so the companies that do not meet these expectations are more likely to fall behind.

(Darbyshire 2024)

Also, 88% of GenZ uses AI Tools to do their jobs. “The future of work is here – and it’s AI-Powered. The rising leaders are developing this technology in meaningful ways, for improving communication with colleagues to freeing up time for strategic work.” Says Yulie Kwon Kim, Vice president of product at Google workspace.

GenZs use these high wired hacks for not only reducing workload but also reducing stress.

3. To identify key challenges which are faced by organizations in managing GenZ effectively.

Challenges –

A) Work Ethic

One of the biggest challenge for the authorities is to develop a work ethic for GenZ. It is important to set clear expectations and goals for them. Motivation is also an important factor that help them focus on their strengths and emphasize how their contributions help in achieving goals and objectives. (said by Max Benz, founder and CEO at BankingGeek)

B) Discipline

GenZ can be exhausting because they are more likely to lack in discipline. It is difficult to handle them because they think they are better, smarter and more capable than you and can tell you on your face. (said by Andrei Vasilescu, digital marketing expert and co-founder of DontPayFull.com)

C) Staying Motivated

They demand more freedom and personal space while working. Each of them has a varied set of motivations, so it's hard to figure out what exactly drives them. For some, it's the idea of growth, while for others, it's a good pay package. So, dealing with them is a constant learning process. (said by Scott Spivack, marketing director at United Medical Credit)

D) Impatience

They can be very impatient when it comes to learning certain things. They don't want to waste time on learning something that they don't think is necessary to them. But it can sometimes be beneficial to reduce the learning time and prioritize only on the things that they need to focus on. (said by Teri Shern, cofounder of Conex Boxes)

E) Layout Expectations

They appreciate open communication and being open to new ideas. They must be flexible enough with their work schedule and since this generation have constant access to information and technology they are often more comfortable working on their own terms.

(Segal 2022)

Data Collection

Type of Research

For this research **Qualitative Research Approach** is used. This involves analyzing Industrial reports, research articles and related blogs/websites. To understand the behavior of GenZ. The focus is on career development opportunities and work-life balance of GenZ. The research aims to uncover the expectations of Generation Z employees and will provide the insights about the Talent Management Strategies that must be adopted by organizations for ensuring effective and supportive working environment.

This research relies on **Secondary Data**. The sources of it includes already existing research papers, industrial reports, blogs, websites and articles. By analyzing it, the research can identify current trends, challenges face by organizations and expectations of GenZ that have been documented in the previous studies.

Data Interpretation

Understanding GenZ

GenZs are often called individualistic, socially aware, creative, stressed and diverse. They value training and leadership programs, human connection, and authentic company culture and want to invest in a job that invests in them.

Each generation brings its perspective, values and aspirations. For older generations, the aspirations were success, working up the ranks and earning a retirement gift. But for GenZ it is heading towards entrepreneurship, independence, competitive salaries, flexibility, sense of purpose, and a healthy worklife balance.

Why are companies struggling with GenZ employees?

Some companies feel challenged by their new GenZ hires, which may lead them to hesitate to hire recent graduates. Some common perceptions of GenZ employees include –

- High expectations
- Need for structure in managing workloads
- Communication challenges

Key strategies for engaging GenZ effectively –

- Respect their work-life boundaries
- Provide regular feedback
- Support independence
- Set realistic expectations
- Involve them in decision- making process
- Treating them equally

How to recruit GenZ Talent?

- **Improve digital engagement** – they expect seamless technology in the workplace because they are used to instant access. It is important to evaluate and optimize their technology stack for better user experience by offering access to data-driven skills tools.
- **Optimize the recruiting process**- engaging GenZ in recruitment requires a strategic presence on their preferred social media as most of them discover job opportunities through social media platforms like LinkedIn, Instagram, Youtube etc.

- **Prioritize career development and feedback-** GenZ crave opportunities for growth and regular feedback. It is essential for superiors to create a structured feedback loop for driving growth and recognition.

Millennials vs. Generation Z: A Workplace Comparison

Category	Millennials (1977-1994)	Generation Z (1995- 2012)
Work principle	Focus on work-life balance	Value equality and diversity in workplace
What motivates them	Career growth opportunities	Job security and higher salary
Work preference	Team-oriented	Prefer working independently
Method of communication	Emails/ chats	Prefer face to face communication
How they welcome changing roles	Get frustrated if career path is slow	Willing to take multiple roles in a company
Expectations	Clear career paths and mentorship	Flexibility and rapid career growth
Job loyalty	Stay longer with companies if they see growth	More likely to switch jobs for better opportunities
Preferred benefits	Health insurance and paid time off	Mental health support, learning opportunities and flexibility

How GenZs prefer to work

How Gen Z employees prefer to work



GenZ employees prefer different work arrangements like-

- **Hybrid Work (45%)** - nearly half of the GenZ employees prefer a mix of office and remote work. This ensures flexibility along with engaging with colleagues.
- **Fully Remote (29%)** – these population values independence and comfortable working environment by working from home.
- **Office-based (24%)** – some employees still prefer traditional office setups for better teamwork and networking.
- **Other (2%)** – these employees prefer work arrangements like freelancing, gig work or co-working spaces.

Findings

1. **Social** – they enjoy spending time with family and friends, spending over 7 hours a day socializing.
2. **Multi-taskers** – they can handle many tasks at once and can use upto 5 screens at a time.
3. **Entrepreneurs** – many of them want to start their own business.
4. **Educated** – they value education. 1 in 2 people from this generation will go to college.
5. **Philanthropists** – they care about social issues. 93% of them prefer to work for companies that make a positive impact on societies.
6. **Digital natives** – they have grown up with technology.
7. **Interactive** – they enjoy working with people. They focus on improving their communication and teamwork skills.
8. **Tech-Savvy** – 66% of them believe that technology makes anything possible.
9. **Less focused** – they have attention span of just 8 seconds, so they need constant engagement and prefer doing quick and interesting tasks.
10. **Cautious** – 57% of them prefer saving money instead of wasting too much.

Conclusion

This research paper provides a proper analysis of Generation Z in the workplace, focusing on their traits, expectations, challenges that companies might face and technology. With the help of secondary data this research explored how GenZs differ from the previous generations. This research also found out that these people value flexibility, technological advancement and purpose. If companies are struggling to attract and retain these people they must adopt innovative strategies, digital recruitment, positive work environment and skill-based hiring. Companies that adopt to these will be better positioned to attract, retain and maximize the potential of this new workforce.

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