HUMAN RESOURCE APPROACH TO THE MANAGEMENT OF TALENT FOR GENERATION Z: A CASE ANALYSIS OF IT ENTERPRISES

*Dr.T.Naresh Babu*Dr.N.Suhasini*

Dr.T.Naresh Babu - Associate professor, KSRM College of Management Studies, Kadapa, Andhra Pradesh. India.

Contact Details: Nareshbabuksrmcms@gmail.com, (9491515789, 7075547505)

**Dr.N.Suhasini - Associate professor, KSRM College of Management Studies, Kadapa, Andhra Pradesh. India.*

KEYWORDS	ABSTRACT
Talent Management, Generation Z, IT Firms	This research investigation examines the relevance of talent management for Generation Z employees in entities, particularly within the context of IT firms. As Generation Z becomes a prominent portion of the workforce, HR Managers must establish methods to effectively recruit, engage, develop, and retain these people. The study examined Generation Z employees' perceptions on talent management and mental well-being. The research findings revealed that talent management practices impacts on employee commitment. Gen Z brings fresh perspectives, innovative thinking and unique workplace expectations, so attracting and retaining high-quality Gen Z employees is vital to any organization's longevity. By embracing strategies that prioritize open communication, promoting diversity, offering flexibility, and emphasizing opportunities for growth and purpose-driven work, companies can position themselves as attractive employers for Gen Z.

Introduction

In order to effectively manage talent in today's fast changing workforce, it is essential to grasp the behaviours and preferences of Generation Z. Generation Z, which is made up of people born between 1997 and 2012, is the youngest generation to join the workforce. These generations have different attitudes and expectations in the workplace. They put importance on things like having a good work-life balance, chances for professional progression, and feeling that their job has meaning..

According to Kim and Yang (2013), the most precious asset of every organisation is its people, and in order to sustain that edge over rivals, good management of those people is necessary. The next generation of workers will be made up of people who are referred to as Generation Z, and they will enter the workforce by 2025. In order to attract, develop, and retain the most talented individuals of this age, any organisation must have the correct skills and processes in place. Talent management is an essential method for tackling a number of significant human resources concerns and challenges inside businesses. These include the requirement for a diverse workforce at all levels, competitive labour markets, worldwide competition, and increasing retirement rates due to the ageing of the workforce.

According to David G. Collings and K. M. (2009), talent management has become the primary challenge for firms that operate on a global scale and want to be successful in the long term in the global marketplace. In order to create an atmosphere in which employees may develop their abilities in preparation for any future changes in company needs, it is vital to have a clear and fair talent management plan. This will help prepare the workforce for transitions into new roles.

Traits of the workforce in Generation Z

Generation Z is referred to as 'Generation Me' (Bennett et al., 2012), 'Internet Generation' (Walker and Lewis, 2009), and 'Mobile Mavens' (Ozkan and Solmaz, 2015). They are resolute in forging their own pathways and enhancing their lives with experiences, having been raised in a milieu characterised by variety, many chances, and cooperation via virtual connectedness.

The UN asserts that India has the greatest young demographic globally, constituting 64% of the working-age population. It is essential to revise and enhance tactics for engaging Generation Z to successfully use this workforce. Implementing excellent HR practices and HRM systems helps resolve many workplace difficulties to recruit and retain young talent (Froese, 2019). Generation Z individuals prefer openness, flexibility, and personal autonomy. In the workplace, there is an appreciation for meticulous preparation and predictability, although intricate planning frameworks are seen undesirable. They exhibit trustworthiness, tolerance, and a less motivation for financial gains

The Generational White Paper (2013) indicates that Generation Z has diminished aspirations compared to preceding generations, displays impatience, and has developed attention deficit disorder as a result of over reliance on technology. Simultaneously, Generation Z individuals prioritise online relationships as they engage with others from diverse economic backgrounds and unite around shared issues and interests. Generation Z personnel are essential to the sustainability of any organisation

Bhatnagar, J. (2007) delineates the features of Generation Z as follows: Generation Z is regarded as the first generation of authentic digital natives, entrepreneurial tendencies, prioritising autonomy and self-governance. They may exhibit a liking for initiatives that enable them to exercise initiative and share their thoughts, prioritises diversity and inclusiveness, proficient at multitasking and managing many duties concurrently often values immediate and succinct communication. Generation Z has a pragmatic and realistic approach to their job ambitions, often more adaptive to change and receptive to innovative work methodologies. Generation Z has a global outlook, facilitated by readily available knowledge on international events and cultures.

A survey by Deloitte indicates that Gen Z workers assert that employers should prioritise societal impact, highlighting a change in organisational goals that must be addressed in talent management initiatives. Generation Z desires professional connection and connectivity in the workplace, prompting organisations to reevaluate their employee care strategies. They emphasise mental health issues, fair and socially responsible work environments, as well as pay transparency and possibilities for advancement. Generation Z introduces novel viewpoints, inventive reasoning, and distinct workplace anticipations, hence necessitating the attraction and retention of high-calibre talent.

TALENT MANAGEMENT PRACTICES FOR GENERATION Z

Gen Z's drive and determination for more make them a valuable asset for businesses, as they are always looking for new ways of working. Gen Z brings fresh perspectives, innovative thinking and unique workplace expectations, so attracting and retaining high-quality Gen Z employees is vital to any organization's longevity. By embracing strategies that prioritize open communication, promoting diversity, offering flexibility, and emphasizing opportunities for growth and purpose-driven work, companies can position themselves as attractive employers for Gen Z.

Facilitate Transparent and Unambiguous Communication

Generation Z values clear expectations and candid communication in the professional environment. Consistent meetings and updates may cultivate trust and enhance a feeling of belonging among Generation Z workers. This includes fostering constructive feedback, enabling workers to comfortably express their thoughts. Organisations need to have transparent communication channels and consider their suggestions. Research indicates the need of conversing with each new employee to comprehend their expectations about work relationships and to effectively manage these expectations (Schroth, 2019), Establishing workplace options that enable the environment to adapt to the tasks performed, and employing an advanced management approach that entails adjusting leadership styles to the context or balancing task-oriented and people-oriented concerns (Tolbize, 2008).

Adopt technology and contemporary work instruments

Generation Z is extensively tied to the digital realm, having utilised smartphones and high-speed internet for the majority of their existence. Utilise social media networks, digital recruiting tools, and mobile-optimized application procedures to engage them. Organisations aiming to recruit and retain Gen Z talent must possess contemporary, user-friendly technology and foster a culture conducive to digital transformation and innovation. This strategy enhances efficiency and performance while addressing the technology-oriented mentality of the growing workforce. Generation Z prioritises speed over accuracy, having been raised in a rapidly evolving and dynamic environment (Desai & Lele, 2017). Research indicates that upbringing with high-speed internet and upload capabilities may have shaped their communication speed choices.

Facilitate professional advancement and growth prospects

Career advancement and growth possibilities are crucial for retaining Gen Z, as 57% would go owing to insufficient growth chances. Organisations should provide individualised career trajectories, including mentorship initiatives, training sessions, leadership development programs, and prospects for advancement. A well-defined development plan not only inspires Gen Z personnel but also demonstrates the company's commitment to their future. Promote engagement in workshops, conferences, and seminars that correspond with their interests. Integrating learning and development into corporate culture enables organisations to cultivate an atmosphere crucial for Gen Z's career advancement and work happiness.

Arar and Onerenb (2018) characterised unbounded careers as professional advancement across several organisations. Generation Z seeks to advance their careers within a singular organisation. Generation Z perceives limitless career opportunities as the ability to advance

laterally inside the organisation by engaging in various positions within the organisational structure.

Feedback is a two-way street that helps cultivate a culture of improvement and motivation. Gen Z appreciates regular feedback, both positive and negative, which can guide them in their development. Constructive criticism helps them improve, while positive feedback motivates them to continue doing well. Implement regular check-ins where managers provide insights into performance and help set future goals. Encouraging peer feedback is also beneficial, as it fosters a more cohesive team atmosphere.

Emphasise work-life balance, adaptability and mental well-being

Generation Z employees desire flexibility in their work schedules to balance personal well-being with professional obligations. Augment productivity and pleasure by providing remote work alternatives and flexible scheduling. Mental health support is becoming increasingly essential in contemporary workplaces, and Generation Z is acutely cognisant of its significance. This generation promotes mental health assistance via resources like counselling services and wellness initiatives. Organisations offering these advantages are more inclined to retain younger employees who prioritise well-being

Data from Monster (2023) indicates that Generation Z is a major catalyst for the transition to remote and flexible work, highlighting their prioritisation of flexibility, work-life balance, and purposeful employment (Monster, 2023). Gen Z demonstrates distinct preferences for enhancing work-life balance: prioritising flexible working hours, a shortened workweek, and remote employment. Establishing a hybrid work strategy that integrates both in-office and remote work is crucial for keeping Gen Z talent, as they aspire to achieve a more harmonic balance between their personal and professional life (Lombardo, 2023).

Provide competitive remuneration and personalised recognition

To engage and keep Generation Z, firms must offer competitive compensation in addition to benefits packages. This generation, having experienced economic uncertainty, prioritises financial security. Provide advantages that align with their requirements, like student loan support, health insurance, and retirement programs. Furthermore, contemplate including benefits such as gym memberships, wellness initiatives, and exclusive provisions like mental health days. Transparent and comprehensive elucidations of remuneration will foster confidence among employees. Competitive compensation packages demonstrate that the organisation appreciates and respects its employees.

Gen Z appreciates personalized acknowledgement for their contributions, which can take many forms - from verbal praise during meetings to personalized notes of appreciation. Implementing recognition programs that cater to different preferences and styles allows employees to feel seen and valued. Whether it's celebrating milestones or recognizing achievements publicly, tailored recognition cultivates a sense of belonging and pride in one's work.

Promote a culture of honesty and perpetual learning

Generation Z values continuous learning and curiosity. They seek to cultivate both technical and interpersonal abilities. Consequently, prioritising opportunities for skill development and knowledge acquisition is essential. This include the provision of online training modules, course access, and resources such as eBooks. Establish frequent learning events or lunch-and-learns for staff to disseminate their skills. Generation Z prioritises honesty and sincerity from employers. Employers must to transparently convey information on business culture,

employment requirements, the decision-making process, and prospective career trajectories throughout the recruitment process. Authenticity also pertains to leadership. Leaders ought to be accessible, disclosing their own experiences and obstacles.

Create a culture of diversity and inclusion

A diverse workforce enhances creativity and innovation, and Gen Z values inclusivity and diversity in the workplace. Organizations should cultivate a diverse and inclusive workplace where every team member feels valued and respected. Ensure hiring practices prioritize diversity and create retention programs that support and celebrate different cultures. The company's efforts to promote diversity, equity and inclusion promotes employer branding.

Impact of Talent Management on generation Z Employees commitment

Organizational commitment plays an important role in modern organisations. It creates better performance at work and leads the organization to its goal successfully. Those who work effectively are employees who are fully committed to their work with highest capacity to create qualified and satisfied work. They are willing to increase the quality of work and find new methods of working for better results to help reduce time, energy and organizational resource. It affects work and the efficiency of the organization. Generation Z employees are highly self-confident, multi-tasking and up-to-date, so they are able to keep up with the changes of globalization. Even though they are straightforward at work, they are flexible and independent. High technology and good environment at work will satisfy them. Moreover, their job satisfaction is based on high rate salary, career opportunities, security and freedom at work.

In a case study, Kumaran and Sivasubramanian (2013) identified three other factors affecting employee commitment including training and development, work-life balance, and empowerment. Research by Sonia (2010) on organizational commitment and job satisfaction in IT sector in India with the survey results of 300 people revealed that job satisfaction has a significant impact on organizational commitment, especially on affective commitment component. Traditional approaches towards employee commitment need to be refitted to meet generation Z's expectations.

OBJECTIVES OF THE STUDY

1. To assess the talent management factors of generation Z work force.
2. To analyse the reasons for mental stress of generation Z work force.
3. To measure the impact of talent management factors on generation Z employees commitment level in organisation
4. To suggest strategies for effective commitment of generation Z employees.

HYPOTHESIS OF THE STUDY

H_01: Talent management practices in IT organisations do not impact affective, normative and continuance commitment levels of generation Z workforce.

Research Methodology

The present research is descriptive in nature, as it describes the relationship between talent management practices of generation z and employee commitment levels in IT sector. The study also focused on analysing reasons for stress and mental wellbeing of employees..

Data for the study is collected by using both primary sources and secondary sources. Primary data is collected from the selected respondents who are working with selected IT companies

by administering a structured questionnaire The questionnaire consists of questions related to talent management practices of generation Z(Talent LMS), employee commitment (Allen & Meyer commitment scale), Work-related factors contribute to stress and anxiety(Deloitte mental health today a deep dive based on the 2024 gen z and millennial survey) Secondary data was collected from journals, magazines, booklets, national dailies, publications and other reference books related to Talent management, employee commitment

The researcher adopted a systematic and organised methodology to obtain required information from the respondents. Population for the study comprises the IT professionals who are working for various companies in IT sector located in Southern India. IT professionals are engaged in different complex IT activities which demand high IT skills. The research includes IT professionals working in various IT located in Hyderabad, Bangalore and Chennai. The sample size for research is 300 IT professionals who are in generation Z.

RESULTS DISCUSSION

Data is systematically coded and tabulated using SPSS 27.0 version worksheet. The researcher qualified the data before coding and tabulation. Data is processed using SPSS Software. The study applied various statistical tools that include Mean, Correlation and Linear Regression analysis.

I Talent Management Practices of Generation z workforce in IT industry

As this generation continues to enter the workforce, organizations that can align their recruitment strategies with Gen Z's expectations will have a competitive edge in securing and retaining top talent.

Table: 1 Means and reliability analysis of Talent Management Dimensions

S.No	Talent Management Dimensions for Generation Z	N	Mean	Cronobach alfa
1	Ensure Open and Clear Communication	300	4.04	0.863
2	Embrace technology and modern work tools	300	3.97	0.678
3	Provide career development and growth opportunities	300	4.09	0.876
4	Prioritize work-life balance, flexibility and Mental health	300	3.67	0.765
5	Offer competitive compensation and rewards	300	3.75	0.778
6	Foster a culture of continuous learning & Transparency	300	3.98	0.835
7	Create a culture of diversity and inclusion	300	4.23	0.654

Talent management is at positive with mean value of 3.9. All factors of Talent management dimensions of generation Z work force scored with mean values as follows Ensure open and clear communication (4.04), Embrace technology and modern tools (3.97), career development and growth opportunities (4.09), Work life balance, flexibility and mental health (3.67), competitive compensation and rewards (3.75), culture of continuous learning and transparency (3.98) and culture of diversity and inclusion (4.23).

II Aggregate Means and reliability analysis of Employee Commitment

Table: 2 Analysis of Employee Commitment in IT Companies

Employee Commitment	N	Mean	Cronobach alpha
Affective Commitment	300	3.47	0.765
Continuance Commitment	300	3.60	0.678
Normative Commitment	300	3.57	0.732
Valid N (listwise) 300			

Table 2 explains the information about the various types of employee commitment in IT organizations. The aggregate mean value of employee commitment is (3.87) Selected IT respondents stated that affective (3.47), continuance (3.60) and normative (3.57) employee commitment levels are at moderate level. IT employees with moderate level of affective commitment are not interested to spend their rest of career, will not treat the organizational problems as their own; can easily be detached with the existing organization. Employees with moderate continuance commitment felt that continuing in job is a just necessity due to disruption created with quitting the job. Employees with moderate normative commitment believes that job hopping is not unethical and are intended to stay in the organization for long time if things would be better.

HYPOTHESIS TESTING

H_01:Talent management practices in IT organizations do not impact affective, normative and continuance commitment levels of generation Z workforce.

Table: 3 Correlation between Employee Commitment and Talent Management

Correlation Matrix		Talent Management	Employee Commitment
Talent Management	Pearson Correlation	1	.680**
	Sig. (2-tailed)		.000
	N	300	300
Employee Commitment	Pearson Correlation	.680**	1
	Sig. (2-tailed)	.000	
	N	300	300

**. Correlation is significant at the 0.01 level (2-tailed).

Table:4 Correlations between Talent Management factors and Elements of Employee Commitment

EC		Communication	Technology	Career growth	WLB	Compensation	Learning	Culture of Diversity
AC	Pearson Correlation	.286**	.349**	.350**	.217**	.396**	.258**	.302**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	300	300	300	300	300	300	300
CC	Pearson Correlation	.417**	.532**	.589**	.570**	.399**	'500**.	.383**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	300	300	300	300	300	300	300
NC	Pearson Correlation	.376**	.462**	.441**	.346**	.389**	.412**	.589**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	300	300	300	300	300	300	300

**. Correlation is significant at the 0.01 level (2-tailed).
AC: Affective commitment, CC: Continuance commitment NC: Normative commitment

Analysis of data revealed that there is a positive and significant relationship between Talent management practices of generation Z workforce and employee commitment with the r value

of 0.680. The correlations results proved there is a positive relation between talent management practices and affective commitment (r value: 0.423), continuance commitment (r value: 0.637) and normative commitment level (r value: 0.458) of generation Z workforce.

The results of correlation proved that a positive and significant relationship between **Affective commitment & talent management practices** with r values of communication (0.286,) Technology (0.349), Career growth &development opportunities (0.350), Work life balance (0.217), Compensation (0.396). Continuous Learning (0.258) and Culture of diversity & Inclusion (0.302) at significant at 0.01 with p-value of 0.000 two tailed.

The Correlation results proved that a positive and significant relationship between **Continuance commitment & talent management practices** with r values of communication (0.417), Technology (0.532), Career growth & development opportunities (0.589), Work life balance (0.570), Compensation (0.399). Continuous Learning (0.500) and Culture of diversity & Inclusion (0.0.383) at significant at 0.01 level with p-value of 0.000 two tailed.

The research proved that there is a positive correlation between **normative commitment and talent management practices** with r values of communication (0.376,) Technology (0462.), Career growth & development opportunities (0.441), Work life balance (0.346), Compensation (0.389). Continuous Learning (0.412) and Culture of diversity & Inclusion (0.589) at significant at 0.01 with p-value of 0.000 two tailed.

Hence null hypothesis H_01 is rejected whereas alternate hypothesis is accepted. Talent management practices in IT organizations impact affective, continuance and normative commitment levels of generation Z workforce.

Impact of Talent management on Employee commitment Using Simple Linear Regression Analysis.

The study adopted regression analysis to validate the results of correlation. A detailed analysis is made through Simple linear regression analysis. The results of regression analysis indicate that Talent management variables influence employee commitment.

Table No – 5: Regression analysis of Talent Management and Employee Commitment

MODEL	EMPLOYEE COMMITMENT	R	R^2	Adjusted R^2	Std. Error of the Estimate	CHANGE STATISTICS	
						F Change	Sig. F Change
1.TM – AC	AC	.423[a]	.179	.170	.56396	20.030	.000[b]
2.TM – CC	CC	.637[a]	.406	.399	.40960	62.877	.000[b]
3.TM – NC	NC	.458[a]	.210	.202	.60587	24.519	.000[b]

The regression results depicted in Table No-5, proves that Talent management factors is able to significantly influence 17.9% of affective commitment of generation Z workforce (R^2=.17.9, p=.000, F=20. 030), 40.6% continuance commitment levels of generation Z work force (R^2=.40.6, p=.000, F=62. 877), 21.0% of normative commitment levels of generation Z workforce (R^2=21.0%, p=.000, F=24. 519)

Table: 6 Descriptive Statistics of work-related factors contribute to stress and anxiety

Stress related factors	N	Mean
Long working hours	300	3.29
Not being recognized/rewarded for the work I do	300	3.82
Not feeling that decisions at work are made in fair/equitable way	300	3.85
Not feeling supported by my leader	300	2.97
The health/welfare of my family	300	3.03
Family/personal relationships	300	3.85
Concerns about my mental health	300	3.79
Not having enough time to complete my work	300	3.11
Valid N (Listwise)	**300**	

Source: Field survey

The research findings revealed that generation Z workforce agreed that lack of appropriate rewards, lack of support and guidance from superior, lack of mental well-being, long working hours, discrimination in work environment creates lot of stress which leads to mental illness.

Conclusion

The overall research provided seminal insights into the Talent management practices that influence Generation Z employee commitment. Interestingly, our study shows that open clear communication, Modern technology and work tools, career development and growth opportunities, work life balance and mental health, competitive compensation and personalized reward system, culture of continuous learning & transparency and culture of diversity & inclusion has influence on employee commitment.

The paper analyzes the impact of talent management constructs (OC, TECH, WLB, CGD, COMP, CL, DWF) on Gen Z's Employee Commitment (EC), as an employee working in the Indian IT Industry. As per research findings talent management factors considered for study has positive impact on affective, continuance and normative levels of employee commitment. The research proved that there is an impact of talent management on employee commitment.

In today's fast-paced and ever-changing world, the younger generation Z, faces unique challenges when dealing with stress. The very fabric of the modern workplace has evolved in a way that deeply affects how Gen Z interacts with their careers, social connections, and personal identities. The research proved that mental health, lack of support & guidance, lack of open communication, discriminative work practices lead to stress of generation Z workforce. Creating an environment that allows for open communication, emotional regulation, and empathy is essential to support Gen Z in managing their stress. This means recognizing Gen Z's unique stressors and providing the tools and resources necessary to address these challenges.

Retaining Generation Z talent in the workplace requires understanding their unique characteristics, preferences, and motivations. In today's rapidly evolving workforce landscape, understanding the dynamics and preferences of Gen Z is crucial for effective talent management. These generations bring unique perspectives and expectations to the workplace, emphasizing factors such as work-life balance, career advancement opportunities, and a sense of purpose in their roles.

Research indicates that Gen Z value professional development and opportunities for growth in their careers more than previous generations. Gen Z is the emphasis on continuous feedback and learning opportunities. Embracing diversity and inclusion is crucial in talent

management for Gen Z.A report by IBM highlighted that 73% of Gen Z employees value a diverse and inclusive workplace, showcasing the need for organizations to prioritize diversity and inclusion initiatives as part of their talent management strategies to effectively cater to this generation's values and expectations.

Gen Z can also provide opportunities for organizations to leverage new technologies and digital platforms for recruitment, training, and performance management. Gen Z workforce communication needs are fulfilled by establishing diverse communication channels. Organizations also need to create mentor programs and opportunities for cross-generational peer networking that can help them feel more meaningful in their work.

Gen Z workforce management need to accommodate flexibility , growth opportunities, and work-life balance. By embracing technological advancements, promoting transparent communication, and fostering a culture of continuous learning and development, businesses can attract and retain top talent from these younger generations.

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