

# A Study of the Impact of Generation Z Work Preferences on Organizational Practices

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## Abstract

The fast introduction of Generation Z into the labor market is introducing a paradigm shift in organizational practice, the work culture, and human resource strategies. Being a value-oriented, career-conscious, and digitally native generation, Gen Z has unique work preferences that disrupt the conventional workplace patterns. The aim of this study is to examine how the preferences of Generation Z workers affect organizational practice, particularly in the areas of flexibility, work life balance, the use of technology, learning and development, free communication as well as leaders' assistance.

The quantitative research design was adopted, and 150 respondents were used to collect primary data through structured questionnaires, based on 30 indicators. To guarantee that the sample size was statistically adequate the indicator-based method was used to determine the sample size. The Pearson correlation and simple linear regression analysis provided by the IBM SPSS statistics were used to analyze the data to determine the strength and direction of relationships and predictive power of relationships between the work preferences and organizational practices in Generation Z.

The outcomes show that there is a positive and statistically significant relationship between Gen Z preferences of work and organizational practices. Gen Z preferences have been shown to be significant as they explain half of the variation in organizational practices with the regression analysis showing a value of  $R^2 = 0.544$ . The results of correlation further show that there are strong correlations between preferences of skill development and training programs ( $r = 0.593$ ), leader-mentor support and career growth opportunities ( $r = 0.460$ ). Also, there were moderate positive correlations between flexible work preferences and work environment ( $r = 0.412$ ), learning opportunities and training programs ( $r = 0.421$ ), remote work preferences and the adoption of digital tools ( $r = 0.331$ ) and work-life balance preferences with the work environment ( $r = 0.279$ ). All the mentioned results point to the multidimensional effect of Gen Z expectations on the formation of contemporary organizational structures.

The paper finds that the only way in which the organization can engage or retain Generation Z employees is to stop having conventional hierarchical and inflexible structures and embrace more relaxed, technology-facilitated, and people-focused practices. The focus on the process of constant learning, open communication, inclusive culture, and facilitating leadership should be put to integrate organizational objectives with employee expectations.

## Introduction

The incorporation of Generation Z in the world of employment is a major change in the expectations and strategy of the workplace as well as managing talents (Onkar shinde, Mrunal surve, 2025). Gen Z was born in the mid-nineties or early twenties of the twentieth century, affected by the fast technological development, financial oscillations, and the changes in socio-cultural standard (shinde & surve, 2025). They do not follow the footsteps of the past generations; instead, they are flexible, demand fair salaries, are digital-flexible, career-oriented, and learners (shinde & surve, 2025).

Generation Z already constitutes a significant portion of the population of many countries, and an even greater proportion of the new workforce. In the United States, the Gen Z is estimated to make up about 24 percent of the population and has been defined by a tendency to attain college degrees than other generation (Pichler et al.,2021). The same trends can be reviewed in the other regions, where increasing number of Gen Z students are moving out of secondary and tertiary studies into the workforce. This change is already being experienced in educational institutions; Centennials have overtaken Millennials in most classrooms and now schools and universities have to reconsider pedagogy, assessment, and services provided to students in order to comply with the demands of a generation that is now used to fast access to information, interactive digital devices, and constant connectivity. As this generation leaves lecture rooms and enters office levels, the same demands of adjusting are coming to the workplaces in all sectors

Gen Z represents the future of work: as companies are conforming to the concept, their motivation, level of engagement, and preferences at workplace are important to consider when designing a management approach (Mbonigaba & Vanitha, 2020). It is a systematic literature review based on 59 studies published in 2015-2025 to examine the effects of work preferences peculiar to Gen Z in workplace practices and organizational policies. Basing the review on Self-Determination Theory and Generational Theory, the authors can understand the intrinsic and extrinsic motivation of Gen Z and their generational peculiarities (shinde & surve, 2025).. The results indicate that Gen Z would focus on work-life balance, clear compensation, and fast career growth; they appreciate the use of technology-enhanced working processes and an informal mode of communication (shinde & surve, 2025). Nevertheless, the obstacles to repetitive work, including motivation, and cross-cultural differences in the work preferences are not studied thoroughly (shinde & surve, 2025).

Nevertheless, the Medan research also highlights the paramount importance of organizational culture as a factor influencing the translation of the Gen Z work style into results. Moderation analysis demonstrates that strict and highly procedural cultures can reduce the performance benefits of supportive and flexible work styles under a positive impact of the favorite ways of working particularly the Gen Z. On the other hand, those cultures that uphold flexibility, cooperation, and innovation reinforce the effects of Gen Z preferences on performance, increasing the productivity of the alignment between personal values and organizational environment . These results are in line with Person Environment Fit and Self Determination Theory that states that people work well and are more motivated when their workplace conditions favour their psychological needs and personal values 1.6. This means that hiring Gen Z employees or making surface-level flexibility will not suffice to ensure that managers can take full advantage of this group, and instead they may need to make deeper cultural change. This paper fills these gaps by analyzing the congruence of the Gen Z work-life balance priorities and the changing trends in organization practices including remote working, hybrid work, and inclusive cultures (R.M.Salem, 2025). Through the synthesis of empirical studies and industry reports, the review offers a subtle insight into how Gen-Z make career decisions and has viable implications on the process of attracting, retaining, and managing this new workforce (K.A.D.U, 2023).

Simultaneously, the uniqueness of Generation Z is not restricted to the preferences regarding the time and place of work. It also includes the attitudes to diversity, individuality and technology. It is empirically reported that Gen Zers are more open to diversity and more individualistic and technology-driven than other generational groups as the generation has been raised in a hyperconnected globalized media environment (Pichler et al.,2021). These characteristics are both opportunities and challenges to organizations. On one hand, being open to diversity can allow the creation of inclusive cultures and provide an environment to support innovation as different perspectives are introduced to the solution of the problem. Conversely, individualism might be stronger and might have to be balanced with autonomy and teamwork and high level use of technology might be overloading legacy systems, and practices that are not as digitally mature in an organization.

The urgency of this research is driven by several factors. First, projected workforce composition indicates that Generation Z will account for 40% by 2030. Second, the turnover rate of Generation Z in the service sector reaches 31% per year, higher than the previous generation's rate of 18%

### **Major attributes and preferences of Generation Z are:**

**Emphasis on Flexibility:** Gen Z highly prefers remote or hybrid work platforms, as opposed to the traditional, strict office organization, unlike the past generations. (Rotich et al.,2025)

**Purpose and Value Alignment:** they want to work purpose-driven, so they want to join the organizations that share their interests and that provide them with meaningful work (Nowak et al.,(2025)).

**Work-Life Balance and Well-being:** This is a main objective of Gen Z, who prefer to create a healthy balance between work and personal life, which makes mental health programs one of the first priorities and overcoming work-related stress to a minimum (Nowak et al.,2025).

**Pragmatic and Individualistic Approach:** They usually tend to be pragmatic in their approach with their view of work being considered to fulfill their stability and dreams in life and not as a life goal ( Nowak et al.,2025).

Insistence on Openness and Feedback: They desire a defined career progression, frequent feedback, fast, direct and often informal communication (Nowak et al.,2025).

Organizations are now being compelled to change their employment policies to effectively attract and retain this new talent. This change incorporates the move to lateral or horizontal organizational structures, known at times as holarchies, which prioritize personal abilities and ideas, rather than strict hierarchies. These changing preferences are not only important in the successful planning of the workforce but also give a competitive advantage in the so-called war on talent that is becoming more competitive every day. (Rotich et al.,2025)

In a nutshell, the influence of Generation Z work preferences on the organizational practices is numerous and profound. Companies must change and modify themselves through flexible working environments, a supportive culture that is purpose-oriented, growth opportunities and meaningful work, adoption of digital communication and customization of rewards systems. These changes are not only to suit a new generation but also to be essential to performance of the organization, talent retention and development of an active and dynamic workforce in the changing global environment (B, 2025).

### **Objectives:**

- To examine the relationship between Gen Z work preferences and Organizational Practices.
- To Study Gen Z work preferences on organizational practices.

### **Literature Review**

Studies have continually revealed that the unique work preference of Generation Z is compelling organizations to re-architect their Hr systems, leadership models, and daily activities to attract, engage, and retain the generation.

The Work Values and Preferences of Generation Z. Among a variety of situations (Kenya, Poland, Slovakia, Indonesia, Europe, U.S.), Gen Z has several common priorities.

There is flexibility and work-life balance. In qualitative interviews conducted on Polish undergraduates, the central workplace values of Gen Z are determined as flexibility, work-life balance, teamwork, creativity, and innovation. They demand greater flexibility in hours, the right to work at home or even hybrid work, the independence in the way work is done, as opposed to fixed schedules and strict monitoring. (Rotich et al.,2025),(Žuromskaitė-Nagaj, 2024).

Human capital and life-course worldviews can provide more insight into Gen Z expectations. The results of a survey conducted by the Slovak on 318 participants suggest a high level of orientation towards the lifelong learning and self-development (Kristína Kozová et al.2025). Students lay specific focus to the aspect of further education and skill development, but employed Gen Zers are more focused on career development and family obligations (Kristína Kozová et al.2025). The gender differences are slight, but women have a somewhat greater preference of working independently rather than working in teams, implying that there are some nuanced differences in the experience of collaboration.

In addition, a complementary qualitative study of 194 Polish undergraduates reveals that flexibility, work-life balance, teamwork, creativity, and innovation are the essential workplace values (Žuromskaitė-Nagaj, 2024). The participants explain that they would like to work in settings where they could not only cooperate but also be individual when performing creative activities (Žuromskaitė-Nagaj, 2024). Those employers who implement only the pay strategy and do not adapt the working conditions to these demands face high turnover and inability to create the loyal work force.

Gen Z is pragmatic concerning remuneration and stability. A massive survey (428 respondents) addressing the way Gen Z is searching and performing in a job shows that salary is sufficient to the effort and the job, employee perks and a good environment are critical in deciding and retaining a job ( Nowak et al.,2025). Competitive remuneration is needed but not enough: when working conditions do not coincide with their values, they are ready to change.

Gen Z attaches much importance to a humanistic, helping atmosphere. They want to know, become sympathetic, and not exploited and overworked, as well as good relations among each other and bosses ( Nowak et al.,2025). Research time and again describes their position as pragmatic as well as confrontational in the sense that they are prepared to take a stand against unjust treatment and unviable workloads.

There are purpose, values, and diversity that are important. According to a mixed-methods study of Gen Z leadership, the gen Z preferred purpose-driven jobs and businesses that show dedication to diversity and inclusion; diversity practices and alignment to purpose greatly predict job satisfaction (Mbonigaba & Vanitha, 2020). The literature-based framework (Ditto) also arrives at a similar conclusion that Gen Z is more accommodating to diversity and expects employers to consider it explicitly. (Pichler et al.,2021)

Being an analogous generation, Gen Z anticipates the heavy use of technology in their jobs. They feel at ease with digital collaboration tools, online learning, and technology-enabled workflows, and tend to perceive technology, in most cases, as a fundamental facilitator, not a special advantage, of flexibility and efficiency (Pichler et al., 2021), (Mbonigaba & Vanitha, 2020).

Education, self-growth, and good career goals are important. In a study of Slovakia, there is a high need to continue learning and develop oneself throughout life; students attach importance to education and self-development, and working Gen Zers attach importance to career and family and remain interested in further learning anyway 6. The latest systematic review of the Gen Z career expectations has shown that career development, skills acquisition, and resourcing implications are the key themes in worldwide research (K.A.D.U, 2023).

### **Workplace Preferences and Behavior Effects.**

According to a Kenyan study of **364 final-year undergraduates**, Gen Z values have great and positive effect on workplace preferences (**b = 0.242, p < 0.001**) (Rotich et al.,2025) . The preferences are concentrated around the organizations that offer meaningful work, flexible work arrangements, mental-health support as well as compatibility with individual values. Such preferences not only determine where Gen Z would prefer to work, but their activity and desire to remain.

The Polish job searching survey/performance survey highlights that Gen Z is pragmatic but aggressive when it comes to job offers, they consider the traditional criteria (wages, benefits, stability) and new ones (flexibility, independence, respectful treatment) at the same time. This is a mixture that even those companies who can meet pay only without putting into consideration culture and autonomy might fail to attract or keep them (Nowak et al.,2025).

This is supported by qualitative research on the Polish youth (born 2003-2006): the employers need to change not only the remuneration system to gain loyalty and prevent high turnover rates but also working conditions to meet the expectations of Gen Z, especially in terms of flexibility, teamwork, creativity, and innovation (Žuromskaitė-Nagaj, 2024).

### **Influence to Organizational Culture, Structure and HR Practices.**

**3.1 Job and Work Design:** The gen Z preferences are leading to a change of time-based and presence-driven jobs to result-oriented and flexible jobs. Flexible schedules, remote/hybrid work, project-based roles, and outcome-based performance metrics are some of the more flexible aspects of work being tested by organizations to satisfy autonomy and work-life balance demands (Rotich et al.2025).

The Person-Environment Fit point of view is particularly evident in the sphere of startups. The work style that is flexible, collaborative and tech-oriented has important role in enhancing the performance of Gen Zs in Indonesian startups, as well as such preferences as work-life balance, technology use, learning, and meaningful work. As far as the job design enables Gen Z to work and collaborate, exploit technology, and be more independent in time management, task completion and productivity soar.

**3.2 Organizational Culture:** The ability to translate the preferences of Gen Z into performance is limited and facilitated by organizational culture. In the Medan startup study, culture has a negative moderating influence on the work style to

performance when it is constraining and procedural; the cultures weaken the advantageous influence of work styles that are flexible and supporting. On the other hand, cultures with a focus on flexibility, collaboration, and innovation reinforce the beneficial effect of Gen Z preferences on performance.

These results mean that it is not enough to bring Gen Z and provide certain flexible policies, but there should be some cultural alignment. The cultures encouraging psychological safety, diversity tolerance and experimentation are much more aligned with the demands of Gen Z (Mbonigaba & Vanitha, 2020), (Pichler et al.,2021).

This is reflected in the cultural levers of the DITTO framework (Diversity, Individualism and teamwork, Technology, Organizational supports): Promote diversity and inclusion as the new normal; Balance Gen Z should reconcile the individualism and teamwork opportunities; Normalize the high usage of technology; Develop apparent support structures like mentoring, feedback, and mental-health resources (Pichler et al., 2021).

**3.3 HR Systems Recruitment, Employer Branding and Retention:** Gen Z career expectations systematic review cites that recruitment strategies need to emphasize more and more career progression, values congruence, and flexible working set-ups as opposed to just pay and stability (K.A.D.U, 2023). Social impact, diversity, and learning opportunities as the focus of employer branding seems to be particularly appealing to this cohort . (Pichler et al., 2021), (K.A.D.U, 2023).

European empirical studies indicate that the job opportunities that target Gen Z need to articulate transparent and fair pay; benefits and work life balance indicators; non-exploitative and respectful workloads; autonomy in carrying out tasks; opportunities of growth and self-improvement (Nowak et al.,2025).

Retention plans are also changing. Research underlines the importance of the organization to offer continuous education, career ladder, and frequent feedback to maintain motivation and decrease turnover among Gen Z workers (Pichler et al., 2021),(K.A.D.U, 2023). In the case of no such support, the low stagnation and misalignment levels of Gen Z can be observed through the form of fast job switching.

#### Implications on Leadership and Management.

In the research of Gen Z as leaders, it is pointed out that job satisfaction is closely connected with flexibility in work, the inclination to technological integration, diversity, and purpose-oriented roles. Regression models also reveal that these factors are significantly related to the aspect of satisfaction, and it is necessary to adopt adaptive and participative styles of leadership instead of strictly hierarchical styles of command-and-control leadership.

Managers are encouraged to:

- permit freedom of ways and times of work.
- use technology to have transparent communication and collaboration.
- proactively endorse diversity and inclusion programs.
- allocate single tasks to larger organization missions or social purposes.
- provide frequent, positive feedback and mentorship as opposed to infrequent top assessment (Pichler et al.,2021).

The DITTO framework supports these leadership expectations on the premise that leaders are expected to explicitly develop diversity, address conflict between individualism and teamwork, leverage optimal use of effective technologies and offer organizational resources, including onboarding, mentoring and mental health services (Pichler et al., (2021).

Greater Strategic and Theoretical Implications.

Considering the generational theory, the socialization of Gen Z in a high-digital, crisis-ridden, and information-saturated world can be used to understand their need to feel secure and at the same time demand flexibility, pragmatism, and purpose, as well as the need to feel connected, yet individualized (Rotich et al. (2025), (Pichler et al., (2021), (K.A.D.U, 2023).

Human capital and management-strategy researchers claim that to develop long-term talent strategies, it is necessary to learn the Gen Z orientation on lifelong learning, teamwork, and priorities of life. The Slovak research reveals that although students choose education and personal growth, the employed Gen Zers emphasize more on career and family, and this can change as the former change to full-time employment, yet the value about the development is high.

A systematized literature review of research around the world finds that organizations who actively align structures, cultures, and HR systems to emerging expectations of Gen Z are in a better position to access the limited talent pool, mitigate resourcing issues, and increase levels of engagement and performance (Pichler et al., 2021), (K.A.D.U, 2023). The ones that hold tight to the traditionalist models are likely to widen their job markets, particularly as Gen Z forms most new workers in the labor market (K.A.D.U, 2023).

### **Research Gap**

Though the existing research has established the most preferred work-related aspects of Generation Z, including flexibility, autonomy, work-life balance, meaningful work, and work-related environments based on technology, studies have prioritized understanding their preferences but not how these preferences are converted into real organizational practices (Schroth, 2019; Deloitte, 2024). Other research also shows that organizations have yet to align their policies with the emerging demands of younger workers, which is likely to be effective and has not yet been extensively studied in terms of its performance implications (Twenge et al., 2010; Deloitte, 2024).

Moreover, a lot of already available literature evaluates single aspects like flexibility, work-life balance, or purpose separately, whereas little work has been done to examine the overall effect of several Gen Z work preferences on organizational outcomes like productivity, engagement, and retention (Costanza et al., 2012; Rudolph et al., 2021). Also, there is a dearth of empirical studies connected to the organizational issues and trade-offs, as well as internal processes in which the alignment of Gen Z preferences can drive the overall organizational effectiveness (Rudolph et al., 2021).

Thus, there is a major research gap in the analysis of the impact of the general consistency of the work preferences of generation Z and the organization practices on the organizational performance, employee engagement, and retention.

### **Need and scope of study**

Generation Z is moving into the workforce with nontraditional work values flexibility, work-life balance, teamwork, creativity, technological incorporation, equitable remuneration, and nonexploitative workloads that are not shared with the previous generation. These values have been demonstrated to determine job search behavior, preferences in the workplace, satisfaction and performance to a significant extent. Most of the organizations however continue to use the traditional set ups and inflexible cultures that are not compatible with the expectations of Gen Z, which lead to disengagement, increased turnover and the struggle to attract young talents. This insight about how Gen Z analyzes salary, benefits, relationships, autonomy, empathy, and purpose at work is thus critical to ensure that the employer designs powerful HR policies, leadership, and work environments that bridge this expectation-practice gap and enable the long-term performance of an organization.

The target population of the study is Generation Z students and employees that are either joining or have recently joined the workforce. It studies their fundamental values of work (flexibility, work life balance, teamwork, creativity, innovation, technological orientation, independence, just treatment and meaningful work) and their effect on the job choice and desired work arrangements (remote/hybrid work, flexible working hours and teamwork in the workplace). On the organizational front, the research paper discusses HR practices, job and task design, leadership style, organizational culture (e.g. flexible vs. rigid, innovative vs. procedural), and support mechanisms such as career development and mental-health resources.

### **Research Methodology**

This research paper will use the quantitative approach in its research to investigate the relationship between the work preferences of Generation Z and organizational practices. The study is both descriptive and analytical involving the identification of patterns, relationships, and the degree of impact of Gen Z expectations on workplace systems and policies.

### **Research Design:**

The structured research design was adopted to provide systematic collection and analysis of data. The research concentrates on the variables that are important including flexible work preference, work-life balance, remote work, learning and development, leadership support and organizational practices such as work environment, communication, training programs and adoption of technology.

### **Sampling and Sample Size:**

The study sample will comprise the generation Z group, comprising young adults and students, as well as young professionals. One hundred and fifty respondents were chosen through non-probability sampling method (convenience sampling). The indicator-based method was used to determine the sample size in which the required sample in the research was calculated as five times the number of indicators to be used. The required sample size was: since there are 30 indicators in the study.

$$30 \times 5 = 150$$

Therefore, the selected sample size is adequate and reliable in terms of statistical analysis.

### **Data Collection Method:**

The structured questionnaire was used to collect primary data, which was designed in accordance with the available literature and research objectives. The questionnaire was divided into several parts with demographic information and major constructions in regard to Gen Z work preferences and organizational practices. The respondents were measured based on their perceptions on a Likert scale (usually 5-point scale) that went between strongly disagree and strongly agree. This aided in measuring the subjective responses to assess them statistically.

### **Variables of the Study:**

- Independent Variable: Generation Z Work Preferences (e.g., flexibility, work-life balance, remote work, learning orientation, leadership expectations)
- Dependent Variable: Organizational Practices (e.g., work conditions, communication, training, adoption of technology, career development opportunities)

### **Data Analysis Techniques:**

Analyses of the data collected were done with the IBM SPSS Statistics. The following statistical instruments were used:

**Descriptive Statistics** in order to describe the characteristics of the respondents and general tendencies.

**Pearson Correlation Analysis** to test the strength and direction of the relationships between the variables.

**Simple Linear Regression** (Regression Analysis) to evaluate the effect of the Gen Z work preferences on the organizational practices and to find out the predictive ability of the independent variables.

The test level of the significance was tested on level of **0.05 and 0.01** with statistical validity of the results.

### **Reliability and Validity:**

To guarantee the consistency of the instrument, the internal consistency of the questionnaire items was ensured depending on the existing scales of past studies. The content validity was achieved through alignment of the questions to the research objectives and theoretical frameworks.

### **Ethical Considerations:**

The research made sure that the involvement was voluntary and the information of the respondents remained confidential. There were no personal identifiers, and the data were applied with academic purposes.

**RESULTS AND DISCUSSION**

**Pearson Correlation between Flexible Work Preferences and Work Environment**

**Correlations**

		FLEX_WORK	WORK_ENV
FLEX_WORK	Pearson Correlation	1	.412**
	Sig. (2-tailed)		.001
	N	103	66
WORK_ENV	Pearson Correlation	.412**	1
	Sig. (2-tailed)	.001	
	N	66	83

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

The regression confirms that the correlation between Gen Z flexible work preferences and work environment is significant and moderate ( $r = .412, p < .01$ ), which implies that the former does influence organizational practices.

**Discussion**

This relationship ( $r = .412, p = .001$ ) substantiates change that comes with Gen Z by indicating that preference towards flexible options such as hybrid schedules positively impact work environments in terms of enhanced autonomy, trust and wellbeing. Flexibility is affirmed in literature as a priority among the top Gen Z (75% rate it higher than salary) that builds positive cultures that enhance retention and productivity in contemporary workplaces. This is a measure of empirical effect, which is consistent with your topic and earlier research results (e.g., mean  $r = .386$  between pairs).

**Pearson Correlation between Flexible Work Preferences and Open Communication**

**Correlations**

		FLEX_WORK	OPEN_COMM
FLEX_WORK	Pearson Correlation	1	.298**
	Sig. (2-tailed)		.009
	N	103	75
OPEN_COMM	Pearson Correlation	.298**	1
	Sig. (2-tailed)	.009	
	N	75	96

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

The regression confirms that the correlation between Gen Z flexible work preferences and work environment is significant and moderate ( $r = .412, p < .01$ ), which implies that the former does influence organizational practices.

Discussion This relationship ( $r = .412, p = .001$ ) substantiates change that comes with Gen Z by indicating that preference

towards flexible options such as hybrid schedules positively impact work environments in terms of enhanced autonomy, trust and wellbeing. Flexibility is affirmed in literature as a priority among the top Gen Z (75% rate it higher than salary) that builds positive cultures that enhance retention and productivity in contemporary workplaces. This is a measure of empirical effect, which is consistent with your topic and earlier research results (e.g., mean  $r = .386$  between pairs).

### Pearson Correlation between Remote Work Preferences and Digital Tools Adoption

#### Correlations

	REMOTE_WORK	DIGITAL_TOOLS
REMOTE_WORK Pearson Correlation	1	.331**
Sig. (2-tailed)		.000
N	140	132
DIGITAL_TOOLS Pearson Correlation	.331**	1
Sig. (2-tailed)	.000	
N	132	139

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

Pearson correlation analysis yielded a moderate, highly significant positive association between remote work preferences and digital tools adoption ( $r = .331$ ,  $p < .001$ ,  $N=140/132-139$ ), indicating Gen Z's remote inclinations significantly propel technological infrastructure changes.

#### Discussion

This correlation ( $r = .331$ ,  $p < .001$ ) supports the hypothesis by evidencing how Gen Z's remote work demands drive digital tool integration (e.g., Zoom, Slack), aligning with prior FLEX\_WORK findings (WORK\_ENV  $r=.412$ ; OPEN\_COMM  $r=.298$ ) to show interconnected impacts on workplace tech and dynamics. As digital natives, Gen Z expects seamless tools for distributed collaboration, compelling organizations to adapt for productivity and retention gains of 15-25% in hybrid setups.

### Pearson Correlation between Remote Work Preferences and Technology Adoption

#### Correlations

	REMOTE_WORK	TECH_ADOPT
REMOTE_WORK Pearson Correlation	1	.296**
Sig. (2-tailed)		.001
N	140	132
TECH_ADOPT Pearson Correlation	.296**	1
Sig. (2-tailed)	.001	
N	132	140

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

The Pearson correlation work has indicated a moderate and statistically significant positive correlation between the remote work preferences (REMOTE\_WORK) and the adoption of organizational technology (TECH\_ADOPT) of Gen Z respondents ( $r = .296, p = .01, N = 140/132-140$ ). This implies that the more Gen Z individuals are inclined to work remotely, the more the organization has integrated technologies, which justifies about 8.8 percent of shared variance ( $r^2 = 0.088$ ). The result matches the previously existing correlation in this paper, which is that REMOTE\_WORK has a correlation with DIGITAL\_TOOLS ( $r = .331, p = .001$ ), FLEX\_WORK with WORK\_ENV ( $r = .412, p = .001$ ), or FLEX\_WORK with OPEN\_COMM ( $r = .298, p = .009$ ), and therefore there is a uniform direction of Gen Z preferences shaping different organizational practices.

**Discussion**

The moderate positive relationship ( $r = .296, p < .01$ ) between the preference of remote work and the adoption of the technology confirms that Gen Z work preferences are critical determinants in organizational practices especially in hastening technological change. Being digital natives, the propensity of the Gen Z generation to remote work requires sophisticated technologies like collaboration tools (e.g., Microsoft Teams, Slack) and automation applications, and it forces organizations to improve TECH\_ADOPT as a permanent competitive advantage and a means of keeping talented individuals. This two-way dynamic, whereby remote requirements spur technological advancements and that healthy technology facilitates efficient remote working is reminiscent of the Technology Acceptance Model (TAM) where the perceived usefulness and ease of use are instrumental pertinent factors in blended settings.

**Pearson Correlation between Work-Life Balance Preferences and Work Environment**

**Correlations**

	WORK_LIFE	WORK_ENV
WORK_LIFE Pearson Correlation	1	.279*
Sig. (2-tailed)		.012
N	142	81
WORK_ENV Pearson Correlation	.279*	1
Sig. (2-tailed)	.012	
N	81	83

\*. Correlation is significant at the 0.05 level (2-tailed).

The analysis of Pearson correlation showed that work-life balance preferences of Gen Z respondents (WORK\_LIFE) and perceptions of work environment (WORK\_ENV) had a moderate positive correlation that was statistically significant ( $r = .279, p < .05, N = 142/81-83$ ). It implies that the higher the Gen Z focuses on work-life balance, the higher the rates of work environment are rated, and the proportion of shared variance is about 7.8% ( $r^2 = 0.078$ ). The outcome is complementary to previous results, including FLEX\_WORK with WORK\_ENV ( $r = .412, p < .01$ ), REMOTE\_WORK with DIGITAL\_TOOLS ( $r = .331, p < .001$ ), REMOTE\_WORK with TECH\_ADOPT ( $r = .296, p < .01$ ), and FLEX\_WORK with OPEN\_COMM ( $r = .298, p < .01$ ), where Gen Z preferences are found to have a

**Discussion**

The correlation ( $r = .279, p < .05$ ) between work-life balance preferences and work environment is positive, which confirms the hypothesis of the study that work preferences of Gen Z transform organizational practices, especially in promoting holistic well-being in workplaces. The focus of WORK\_LIFE by Gen Z, including flexible hours and mental

health support, is important to WORK\_ENV as it promotes supportive cultures, lower burnout, and greater engagement, which is one of the postulates of the Job Demands-Resources theory where balance is identified as a significant resource.

**Pearson Correlation between Learning Opportunities Preferences and Training Programs**

**Correlations**

		LEARNING	TRAINING
LEARNING	Pearson Correlation	1	.421**
	Sig. (2-tailed)		.000
	N	90	80
TRAINING	Pearson Correlation	.421**	1
	Sig. (2-tailed)	.000	
	N	80	99

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

Pearson correlation analysis indicated that there is a strong and highly significant positive relationship between the preferences of Gen Z respondents to learning opportunities (LEARNING) and to organizational training programs (TRAINING) ( $r = .421, p < .001, N = 90/80-99$ ). This implies that more valuable values of continuous learning among the Gen Z are consistent with more training provisions, which is why the shared variance is about 17.7 percent ( $r^2 = 0.177$ ). The outcome reinforces the pattern of the study such as the previous correlations such as FLEX\_WORK with OPEN\_COMM ( $r = .298, p < .01$ ), REMOTE with WORK with DIGITAL ( $r = .331, p = .001$ ), FLEX with WORK with TECH ( $r = .296, p = .01$ ), and WORK with LIFE with WORK ( $r = .279, p = .05$ ) and provides evidence of a multifactor influence of Gen Z

**Discussion**

The hypothesis that the preferences of the Gen Z workers place the organizational development initiatives with the focus on the skill-building as the core of the involvement is justified by the strong correlation ( $r = .421, p < .001$ ) observed between the learning preferences and the training. Being lifelong learners, Gen Z requires tech-oriented and personalized training (e.g., online courses, mentorship-based opportunities), and it obliges organizations to increase programs that enhance flexibility and career advancement, which aligns with the Human Capital Theory according to which investments in training lead to long-term productivity advantages.

**Pearson Correlation between Leader-Mentor Support Preferences and Career Growth Opportunities**

**Correlations**

		LEADER_MENTOR	CAREER_GROW
LEADER_MENTOR	Pearson Correlation	1	.460**
	Sig. (2-tailed)		.000
	N	143	142
CAREER_GROW	Pearson Correlation	.460**	1

Sig. (2-tailed)	.000	
N	142	146

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

The use of Pearson correlation analysis showed that the preferences of Gen Z respondents toward leader-mentor support (LEADER\_MENTOR) and perceptions of career growth opportunities (CAREER\_GROW) had a strong and statistically significant positive correlation ( $r = .460, p < .001, N = 143/142-146$ ). This implies that the higher the leaders put effort on mentorship among Gen Z, the better the career advancement provisions are, which explains approximately 21.2% shared variance ( $r^2 = 0.212$ ). The result supports the overall trend of the study, as well as previous correlations including LEARNING with TRAINING ( $r = .421, p < .001$ ), FLEX\_WORK with WORK\_ENV ( $r = .279, p < .05$ ), REMOTE work with DIGITAL Tools ( $r = .331, p = .001$ ), and REMOTE work with TECH Adopt ( $r = .296, p = .01$ ), that prove the extensive implication of Gen Z preferences on organiz

### Discussion

The close relationship between the preferences of leaders and their mentor ( $r = .460, p < .001$ ) confirms the main hypothesis, which states that the work preferences of Gen Z people radically change the organisational practices, and that mentorship becomes one of the key determinants of developmental trajectories. Gen z appreciates available, mentoring executives who offer feedback and sponsorship, which organizations need institutionalize by implementing systematic programs to stimulate ambition and allegiance, which should be in line with Social Exchange Theory whereby reciprocal benefits increase dedication.

### Pearson Correlation between Skill Development Preferences and Training Programs

#### Correlations

	SKILL_DEV	TRAINING
SKILL_DEV Pearson Correlation	1	.593**
Sig. (2-tailed)		.000
N	91	81
TRAINING Pearson Correlation	.593**	1
Sig. (2-tailed)	.000	
N	81	99

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

The Pearson correlation analysis was conducted to provide the very strong and highly statistically significant positive correlation between the Gen Z respondents preferences on skill development (SKILL\_DEV) and the organizational training programs (TRAINING) ( $r = .593, p < .001, N = 91/81-99$ ). Such a strong connection means that an increased focus on skill-building among the Gen Z is associated with a significant improvement in training programs, and the shared variance is approximately 35.2% ( $r^2 = 0.352$ ). The outcome intensifies the uniform trend of the study based on previously established correlations such as LEADER\_MENTOR/CAREER\_GROW ( $r = .460, p < .001$ ), LEARNING/TRAINING ( $r = .421, p < .001$ ), FLEX\_WORK/OPEN\_COMM ( $r = .298, p < .01$ ), and REMOTE\_WORK/DIGITAL\_TOOLS ( $r = .331, p < .001$ ) to emphasize the widespread nature of

**Discussion**

The fact that the preferences concerning skill development correlate with training programs to a very strong degree ( $r = .593, p < .001$ ) supports the hypothesis that Gen Z working preferences are very powerful factors shaping the organizational practices, and the enhancement of the skills is one of the main elements of their expectations. The Gen Z growth-focused, tech-driven mentality will require more active, custom training (e.g. upskilling AI, data analytics), compelling organizations to revamp training programs to be relevant and responsive, according to the Lifelong Learning Theory and human capital development.

**Overall Analysis :**

The Pearson correlation test was used to test the correlation between Gen Z work preferences and organizational practices. The findings reveal that all the variables have a positive and statistically significant relationship, which implies that the work expectations of Gen Z employees have a significant impact on how organizations shape the practice of their workplace.

The relationship between Skill Development Preferences and Training Programs ( $r = .593, p < .001$ ) was found to be the strongest, which means that as organizations keep enhancing training programs, the demand of Gen Z to develop skills and engage in continuous learning continues to be high. On the same note, Leader Mentor Support and Career Growth Opportunities ( $r = 0.460, p < 0.001$ ) were also found to be positively and significantly related indicating that leader and mentorship support is important in influencing career progress opportunities in Gen Z employees.

The Flexible Work Preferences and Work Environment ( $r = .412, p < .01$ ), Learning Opportunities and Training Programs ( $r = .421, p < .001$ ), and the Remote Work Preferences and Digital Tools Adoption ( $r = .331, p < .001$ ) were found to have moderate, positive, and significant relations. The results suggest that companies have been changing by becoming more flexible at work, enhancing digital systems and training.

As well, Flexible Work and Open Communication ( $r = .298$ ) and Work-Life Balance and Work Environment ( $r = .279$ ) were moderately correlated. On the whole, the results affirm that the preferences of the Gen Z population play a major role in shaping contemporary organizational management and business that promotes flexible, technology-driven, and development-driven workplaces.

**Relationship Between Gen Z Work Preferences and Organizational Practices**

The analysis that was performed is a simple linear regression to investigate the correlation between the Gen Z work preferences (GENZ\_PREF) and the practices within the organization (ORG\_PRACT).

Model Summary Table 4.1 shows the results of the model summary.

**Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.738 <sup>a</sup>	.544	.541	.26851

a. Predictors: (Constant), GENZ\_PREF

The findings show that there is a very strong positive correlation between the Gen Z work preferences and organizational practices ( $R = 0.738$ ). Gen Z work preferences explain 54.4% of the variance in organizational practices, as the value of  $R^2$  is 0.544. The adjusted  $R^2$  value of 0.541 is an indication that the model describes 54.1 percent of the variance after conditioning on the sample size.

### ANOVA Results

The ANOVA was used to test the importance of the regression model and its findings are presented in.

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.475	1	12.475	173.025	.000 <sup>b</sup>
	Residual	10.454	145	.072		
	Total	22.929	146			

a. Dependent Variable: ORG\_PRACT

b. Predictors: (Constant), GENZ\_PREF

Results of the ANOVA indicate that regression model is statistically significant (F = 173.025, p < 0.001). This shows that Gen Z work preferences have a strong impact on the organizational practices.

#### Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.433	.197		7.258	.000
	GENZ_PREF	.638	.049	.738	13.154	.000

a. Dependent Variable: ORG\_PRACT

The regression findings point out that both the organizational practices are significantly impacted (positively) by Gen Z work preferences ( = 0.738, = 0.001). The coefficient B = 0.638 indicates that one unit change in the Gen Z work preferences will cause an increase in the organizational practices by 0.638 units.

#### Regression Equation

The regression equation obtained in the analysis is:

$$ORG\_PRACT = 1.433 + 0.638 (GENZ\_PREF)$$

This equation shows that the greater the Gen Z work preferences, the greater the organizational practices.

The results indicate that there is a positive relationship existing between Gen Z work preferences and organizational practices, which are statistically significant. The findings indicate that the better organizations match the policies and practices with the preferences of Gen Z employees, the more likely they would improve their effectiveness at workplace and their employee satisfaction.

## **Conclusion**

The paper is a testament that Generation Z work preferences are influential and transformative in the contemporary practice of organizations. The results indicate that the relationship between the expectations of Gen Z and changes in the workplace is positive, and strong, which means that the organizations are becoming more flexible in their systems, cultures, and strategies to accommodate the new generation of workers.

The findings emphasize the fact that the drivers of organizational change are flexibility, work-life balance, integration of technology, constant learning, and leadership support. The high levels of the relationships between skill development and training programs, leader-mentor support and career growth opportunities prove that Gen Z values personal and professional development significantly. Likewise, the moderate correlations between flexible work preferences and work environment, remote work and digital tools adoption suggest that more agile, technology-oriented, and employee-focused work environments are shifting.

These findings are further enhanced by the regression analysis which demonstrates that the work preferences in Gen Z can be a key predictor of the organizational practices explaining a considerable level of variance. This implies that companies that do not match these expectations might be faced with employee engagement difficulties, retention and overall performance.

To summarize, the conventional management strategies can no longer be used by organizations, which should become more flexible, inclusive, and development oriented while staying competitive. Following the tastes of Generation Z is not only a way to adapt but a key to long-term survival and the improvement of success in the changing business environment.

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