

# A Study on Designing Gen Z Friendly Workplace Culture in Kerry Indev Logistics

KIRTHI FERNANDO B

MBA FINAL YEAR, School Of  
Management Studies, Sathyabama  
Institute of Science and Technology  
Chennai, Tamil Nādu, India  
[kirthifdo24@gmail.com](mailto:kirthifdo24@gmail.com)

DR. S UMAMAHESWARI

ASSOCIATE PROFESSOR,  
MBA, School of Management Studies,  
Sathyabama Institute of Science and  
Technology  
Chennai, Tamil Nadu, India

**Abstract**—This study explores the essential elements of designing a Gen Z-friendly workplace culture within Kerry Indev Logistics. As Generation Z enters the workforce with distinct values, expectations, and work styles, organizations must adapt to attract, engage, and retain this emerging talent pool. The research aims to identify the cultural, managerial, and technological preferences of Gen Z employees and how these can be effectively integrated into the existing organizational environment. By analyzing employee feedback, workplace trends, and industry practices, the study provides recommendations to foster a more inclusive, innovative, and flexible work culture tailored to the needs of Gen Z professionals. The outcome of this research will assist Kerry Indev Logistics in building a forward-thinking and sustainable workplace culture.

**Keywords**— Gen Z, workplace culture, employee engagement, organizational development, flexible work environment, workplace innovation.

## I. INTRODUCTION

The Latin word Generation is where the term "generation" comes from, and it has undergone numerous scholarly interpretations over time. According to Mannheim (1952), Eyerman and Turner (1998), and Smola & Sutton (2002), a generation is generally defined as a group of people who were born during the same period and who share comparable social context, cultural experiences, and values. Managing a workforce that spans multiple generations has become a crucial organizational challenge in today's workplace. The arrival of Generation Z, or people

born around the same time as X and Y, has caused organizations to adjust.

New dynamics are introduced after 1997. Rapid digital evolution has shaped Gen Z, which is technologically savvy, self-motivated, and seeks out individualized growth opportunities and open lines of communication from leaders. Creating a Gen Z-friendly workplace culture becomes strategically necessary as companies like Kerry Indev Logistics aim to draw in and keep this generation.

## II. REVIEW OF LITERATURE

**Mrs. Richa Vairagi and Mrs. Varsha Jha (2024)**, "Shaping A Gen Z Workplace Expectation – A Conceptual Framework". Tech-savvy digital natives who value flexibility, purpose-driven careers, inclusivity, and innovative workplace cultures that align with their values.

**Liza Zubin Abadan (2023)**, "Perceived Attitude of Generation-Z Towards Working Environment and Organizational Conflict" This study aims to analyze and understand the perceived attitude of Generation Z toward the work environment.

**Antigone G. Kyrousi (2022)**, The research aims to examine employability in business as per the perception of Generation Z management students and their faculty members.

**Khalil M. Dirani and Bhagyashree Barhate (2021)** are to look into the career aspirations of Generation Z.

**Danijela Lalic, Jelena Stankovic, Dunja Boskovic, and Bojana Milic (2020)** Generation

Z hopes to have a good worklife balance and to be able to expand their knowledge through specialization.

### III. RESEARCH OBJECTIVES.

- To research the traits of Kerry Indev Logistics' Generation Z workers in the Chennai District.
- To investigate how demographic factors affect specific aspects of Generation Z employees' workplace cultures.
- To investigate how leadership philosophies affect the productivity of Generation Z workers.
- To research the way that Generation Z workers perceive their work-life balance.

### IV. RESEARCH METHODOLOGY

#### A. RESEARCH DESIGN

This study used a descriptive research design. Since the goal of this study is to methodically describe the traits, inclinations, and attitudes of Generation Z workers toward workplace culture at Kerry Indev Logistics, a descriptive research design is appropriate, applying a structured questionnaire to gather primary data from a sample of investors.

#### B. SAMPLING DESIGN

- 1.Population: Kerry Indev Logistics employees in Chennai.
- 2.Sample Size: Kerry Indev Logistics employs 168 people in total. Given the target population, the sample size is suitable for insights that can be applied broadly.
- 3.Sampling Method: Convenience sampling is the method used in this study to find respondents who are available and willing to participate.

#### IV. Source of Data:

Two types of data are accepted for this project.

Primary data:

- Primary data are those which are collected for the first time and which are, by their nature, original. Primary data are collected through a questionnaire.

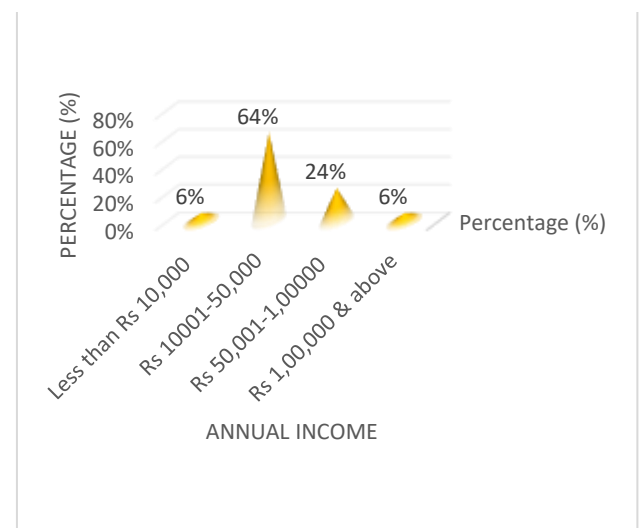
Secondary data:

- Secondary data is data that already exists, e.g. magazines, diaries, books, etc.

### V. DATA ANALYSIS AND INTERPRETATION

Figure 1

Annual income

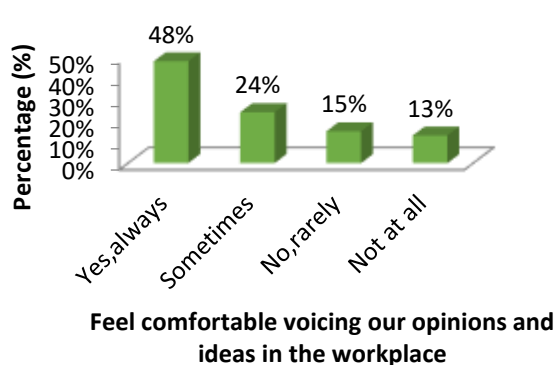


#### I. Interpretation

Majority of (64%) of the respondents are choose yearly earn Rs 10001-50000

Figure 2

Feel comfortable voicing our opinions and ideas in the workplace

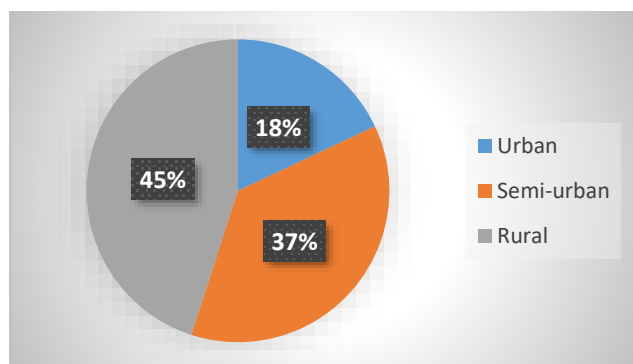


## II. Interpretation

Majority of (48%) of the respondents are choose feel comfortable voicing our opinions and ideas in the workplace.

Figure 3

Place of living of the respondents

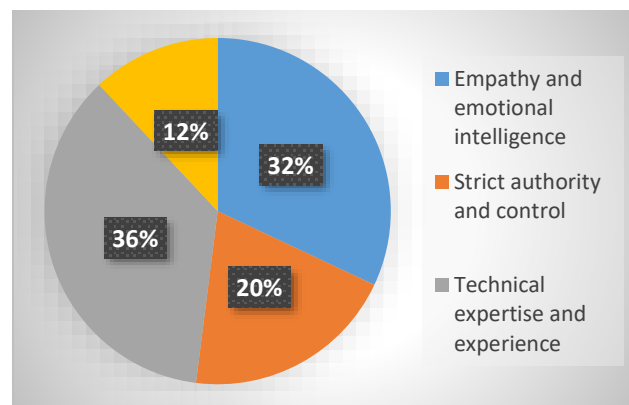


## III. Interpretation

Majority of (45%)of the respondents choose are Rural area.

Figure 4

Leadership traits to believe is most valued by Gen Z employees

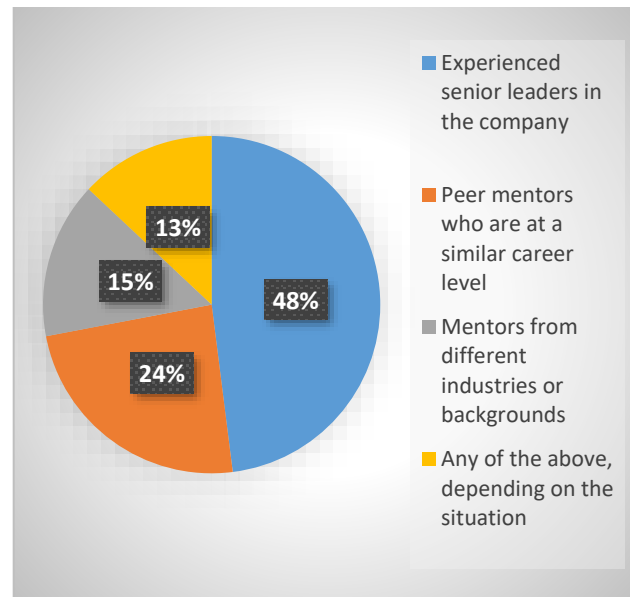


## IV.INTERPRETATION

Majority (36%) of the respondents choose technical expertise and experience leadership traits to believe is most valued by Gen Z Employees.

Figure 5

Gen Z employees prefer mentors

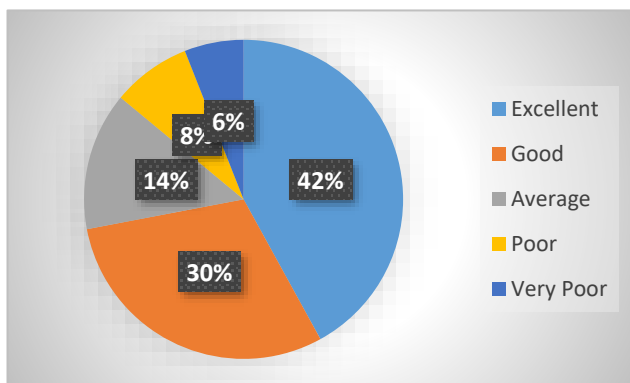


## V. INTERPRETATION

Majority (48%) of the respondents are choose Experienced seniors leaders in the company.

Figure 6

Rate the work Environment

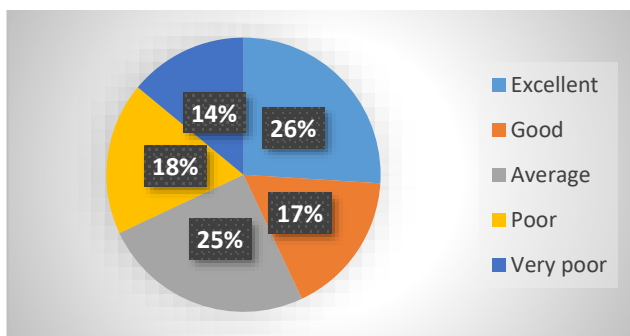


## VI. INTERPRETATION

Majority (42%) of respondent are choose Excellent.

Figure 7

Company's communication

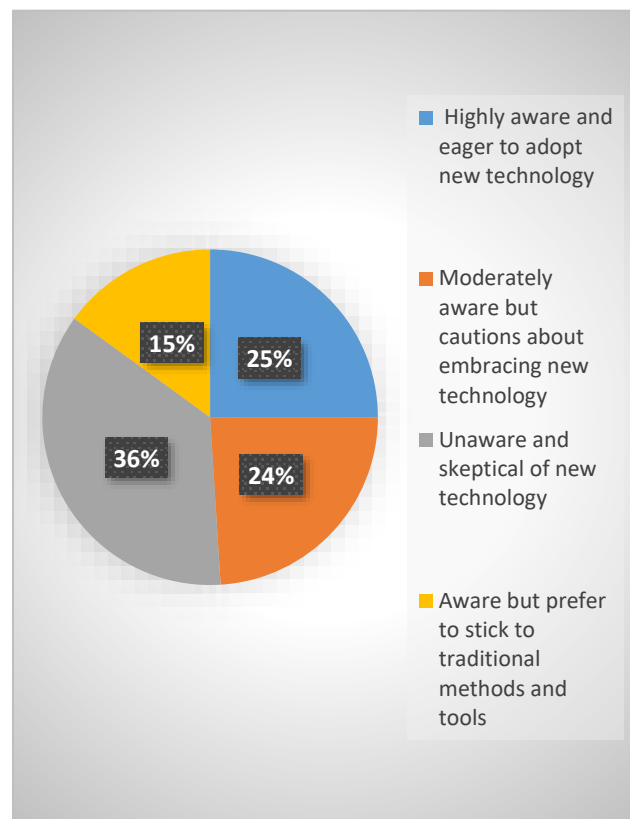


## VII.INTERPRETATION

Majority (26%) of the respondents choose are Excellent communication.

Figure 8

Influences on investment choices

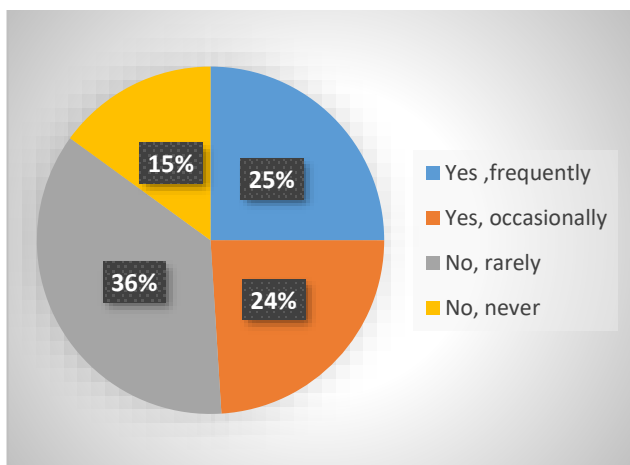


## VIII. INTERPRETATION

Majority (36%) of the respondents are choose Unaware and skeptical of new technology.

Figure 9

Feel that the company offers opportunities for skill development

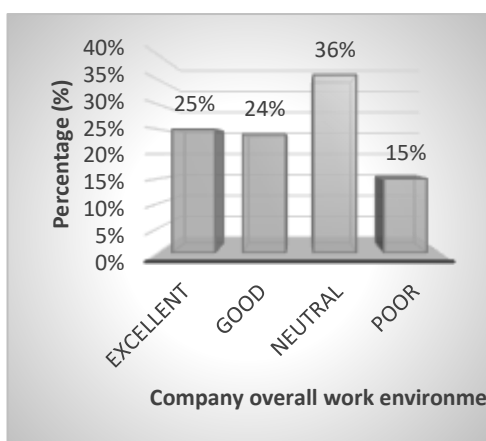


### IX. INTERPRETATION

Majority (36%) of the respondents are choose Rarely feel that the company offers opportunities for skill development.

Figure 10

Company overall work environment



### X. INTERPRETATION

Majority (36%) of respondent are choose Neutral working environment.

Figure 11

### CHI SQUARE ANALYSIS

H<sub>0</sub>: There is no significant relationship between the two categories that are age of the respondents and their workplace culture of Gen Z Employees.  
H<sub>1</sub>: There is significant relationship between age of the respondents and their workplace culture of Gen Z Employees.

Degree of Freedom: 6 Calculated  $\chi^2$  Value: 18.86

Table value: Five per cent level: 12.59

S.NO	Age	Workplace culture			Total
		High	Moderate	Low	
1	Below 25	4	2	6	12
2	25-35years	14	36	12	62
3	36-45years	14	58	6	78
4	46 & above	6	4	6	16
	Total	38	100	30	168

### INTERPRETATION

The calculated value (18.86) is greater than the table value (12.59). Therefore, conclude that there is a significant association between age of the respondents and their workplace culture of Gen Z Employees. Hence, Null hypothesis is rejected.

Age	Sum of Squares	df	Mean Square	F	Sig .
Between Groups	0.617	2	0.308	0.589	0.557
Within Groups	61.250	165	0.524		
Total	61.867	167			

**Figure 12**

### Anova analysis

H<sub>0</sub>: There is no significant relationship between the two categories that are age group of the respondents and their level of workplace culture of Gen Z Employees.

### INTERPRETATION

The above table shows that the P value (0.557) is greater than 0.05. So, there is no significant difference in the mean scores of the respondents based on their level of workplace culture with respect to age of the respondents. It is inferred that age of the respondents does not influence on workplace culture of Gen Z Employees.

### FINDINGS

- Majority (36%) of respondent are choose Neutral working environment.
- Majority (36%) of the respondents are choose Rarely feel that the company offers opportunities for skill development.
- Majority (26%) of the respondents choose are Excellent communication.
- Majority (36%) of the respondents are choose Unaware and skeptical of new technology.

### SUGGESTION

- Organizations must review the performance management system to ensure that it is merit-based, fair, and free of biases to the extent possible.
- The organisation must work on introducing good rewards and recognition practices to engage Gen Zs.

- Focus on proper induction and involvement of the senior team will be key to engaging the Gen Zs from the beginning.
- A participative approach where all employees can easily give their ideas and suggestions is valued by this generation

### CONCLUSION

In the workplace, Generation Z signifies a very important generational shift. Gen Z has no desire to sacrifice all for a career or to live a life so driven by monetary savings they are incapable of enjoying life as it is today. Work life balance continues to be the first priority of Gen Z. It is important to apprehend and meet the expectation of Gen Z as they are considered as the future of workplace and focus on their experience, development and career planning. Gen Z seeks careers that align with their interests and values because they want to make a difference in the world. Since they welcome working with people of different races or cultures. Gen Z is believed to be more accepting than earlier generations in this regard.

### REFERENCES

- [1] Balan, S., & Vreja, L. O. (2018). Generation z: challenges for management and leadership.
- [2] SBrady, P.W., Thompson, L.F., Wuensch, K.L. and Grossnickle, W.F. (2003), "Internet recruiting".
- [3] Mrs. Richa Vairagi and Mrs. Varsha Jha (2024), "Shaping a Gen Z Workplace Expectation – A Conceptual Framework", International Journal of Progressive Research In Engineering Management and Science, Vol. 04, Issue 06, pp: 1811- 1914
- [4] Liza Zubin Abadan (2023), "Perceived Attitude of Generation-Z Towards Working Environment and Organizational Conflict", The International Journal of Indian Psychology, Volume 11
- [5] Chaney, D., Touzani, M. & Slimane, K. B. (2017). Marketing to the (new) Generations: Summary and Perspectives. Journal of Strategic Marketing.
- [6] Chawla, D., & Sondhi, N. (2014). Research Methodology Concepts And Cases. Vikas Publishing House Pvt Ltd