

A Study on Expectations of Generation Z with HR Practices in IT Industry – Foundever

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INTRODUCTION :

Generation Z employees bring a distinct set of expectations to the workplace that differ considerably from those of previous generations. Having grown up in a digitally connected world, they seek HR practices that are transparent, technology-driven, and aligned with their personal values. At Foundever, understanding these expectations is essential for designing HR frameworks that resonate with the needs of this emerging workforce and support long-term organizational growth.

The expectations of Gen Z span across multiple HR dimensions, including recruitment, training and development, compensation, and work-life balance. They prefer digital onboarding processes, clearly defined career pathways, and performance-linked reward systems that acknowledge their contributions. They also place significant importance on equal treatment, diversity, and an organizational culture that promotes open communication and psychological safety.

Employee satisfaction serves as a key indicator of how effectively an organization's HR practices are meeting the needs of its workforce. By systematically measuring satisfaction using a structured questionnaire administered to 220 Gen Z employees, this objective aims to generate evidence-based insights rather than relying on assumptions. The findings from this measurement exercise directly inform the recommendations proposed in later chapters, enabling Foundever to prioritize improvements in areas where satisfaction falls below expectations and to sustain practices that are already performing well.

PROBLEM STATEMENT :

Employees expect flexibility, career growth opportunities, and supportive work environments, especially Generation Z. When these expectations are unmet, dissatisfaction and reduced engagement occur. Organizations often face high turnover among young employees, raising recruitment and training costs. The mismatch between HR practices and employee expectations negatively impacts overall performance and productivity.

REVIEW OF LITERATURE :

Navya Jagajetti (2025), “Managing Gen Z Employees: Strategies for Navigating Modern Workplace Challenges”. Aims to evaluate the effects of flexible work arrangements on job satisfaction levels among Gen Z employees.

Mrs. Richa Vairagi and Mrs. Varsha Jha (2024), “Shaping A Gen Z Workplace Expectation – A Conceptual Framework”. The newest generation, known as Generation Z or digital natives, was raised in a world reliant on technology and was born after 1995.

RESEARCH GAP IDENTIFIED :

Most prior research on Gen Z and HR practices is based in Western contexts, leaving a gap in the Indian BPO industry. This study addresses that gap by analyzing multiple HR dimensions together—recruitment, training, compensation, and work-life balance—using advanced statistical methods and primary data from 220 Gen Z employees at Foundever.

OBJECTIVES OF THE STUDY :

1. To examine employee expectations towards HR practices at Foundever.
2. To measure employee satisfaction with HR practices.

SCOPE OF THE STUDY :

- Focuses on Gen Z employees at Foundever and their expectations in recruitment, training, work-life balance, and engagement.
- Explores how HR practices shape satisfaction, workplace dynamics, and employee behavior.
- Aims to guide organizations in improving HR strategies and designing effective engagement initiatives.

RESEARCH DESIGN :

The study adopts a **descriptive research design** to analyze Generation Z employees' expectations of HR practices at Foundever, focusing on recruitment, training, work-life balance, and engagement. It uses both **primary data** collected through structured questionnaires with a Likert scale and **secondary data** from journals and articles to ensure a balanced approach. Data collection was carried out via digital platforms like Google Forms and direct interaction, supported by a **convenience sampling technique** with a sample size of 220 respondents from different departments.

TOOLS FOR ANALYSIS :

The study uses a **seven-level statistical framework** with tools including **frequency distribution and percentage analysis, mean and standard deviation, chi-square test, one-way ANOVA, Pearson correlation, simple linear regression, and multiple linear regression.**

ANALYSIS AND INTERPRETATION : GENDER OF THE RESPONDENTS :

Sl. No.	Gender	Frequency	Percentage (%)
1	Male	112	50.9
2	Female	97	44.1
3	Others	11	5.0
	Total	220	100.0

INTERPRETATION :

The chart clearly illustrates that male employees form the majority (50.9%) of the Gen Z workforce at Foundever, followed by female employees at 44.1%, and a small proportion (5.0%) identifying as Others.

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EMPLOYEE SATISFACTION:

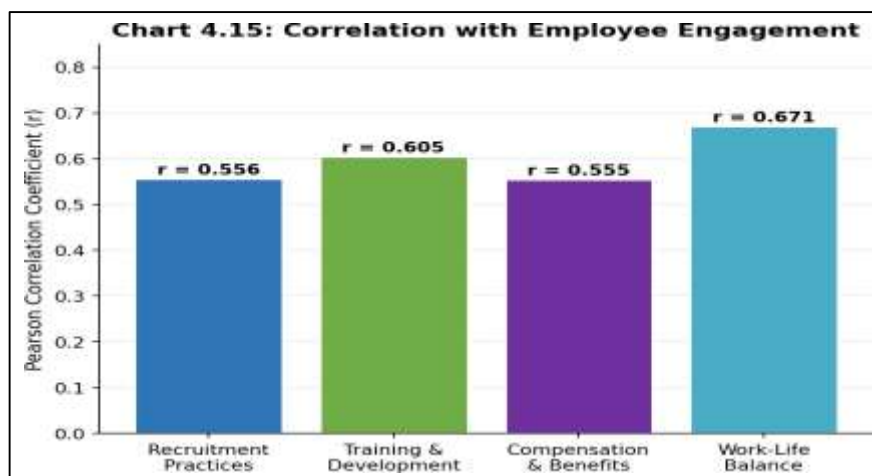
Questions	Mean	Standard Deviation
I feel motivated to give my best performance at work	3.78	0.84
The organisation recognises and appreciates my contributions	3.68	0.87
I have a strong sense of belonging at my workplace	3.84	0.75
My manager provides constructive and regular feedback	3.82	0.83
I am encouraged to share ideas, feedback, and suggestions freely	3.70	0.86
I intend to continue working at Foundever for the next two years	3.75	0.89

INTERPRETATION :

The bar chart reveals that "Sense of belonging" scores the highest among all engagement variables (3.84), suggesting that employees feel emotionally connected to Foundever's workplace culture and community.

CORRELATION ANALYSIS :

Variables	Recruitment	Training	Compensation	Work-Life Balance	Employee Engagement
Recruitment	1.000	0.545**	0.496**	0.537**	0.556**
Training	0.545**	1.000	0.471**	0.648**	0.605**
Compensation	0.496**	0.471**	1.000	0.568**	0.555**
Work-Life Balance	0.537**	0.648**	0.568**	1.000	0.671**
Employee Engagement	0.556**	0.605**	0.555**	0.671**	1.000



INTERPRETATION :

The bar chart illustrates the Pearson correlation coefficients between each HR practice dimension and Employee Engagement, revealing a consistently positive and statistically significant pattern of relationships. Work-Life Balance exhibits the strongest correlation with Employee Engagement ($r = 0.671$), indicating a highly significant and practically meaningful positive relationship.

KEY FINDINGS OF THE STUDY :

DEMOGRAPHIC FINDINGS:

- Males 50.9%, females 44.1%, others 5.0% — balanced workforce.
- Dominant age group: 21–23 years at 42.7% majority.

EMPLOYEE SATISFACTION FINDINGS:

- Digital recruitment tools scored highest at 4.08.
- Job-relevant training led satisfaction at 3.92.

EMPLOYEE EXPECTATION FINDINGS:

- Gen Z expects fair, transparent, and digital recruitment aligned with their tech-savvy nature.
- Employees prioritize job-relevant, continuous training linked to clear career growth pathways.

SUGGESIONS :

- Foundever should immediately review its compensation framework, benchmarking salary structures and overtime compensation against industry standards to bridge the satisfaction gap recorded between 3.55 and 3.63 across all compensation dimensions.
- Virtual training content should be redesigned using interactive, microlearning, and gamified formats to better align with Gen Z's digital learning preferences, as these areas recorded the lowest training satisfaction scores at 3.80.
- Structured employee recognition programs should be urgently introduced, as appreciation of contributions recorded the lowest engagement mean score of 3.68, directly impacting motivation and voluntary attrition at Foundever.
- Regular wellness activities and mental health support programs should also be introduced to address the holistic well-being expectations of Gen Z employees.

CONCLUSION :

The study on **Generation Z employees at Foundever** emphasizes their unique workplace expectations, including flexibility, continuous learning, supportive leadership, transparent communication, and tech-driven HR systems. Findings show HR practices in recruitment, training, compensation, engagement, and work-life balance strongly

influence satisfaction, retention, motivation, and performance, urging organizations to modernize strategies.

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