

## An Introspection of GEN Z's Organizational Commitment and Workplace Behavior

1. Garima Mishra (Research Scholar, Department of Commerce and Business Administration, University of Allahabad) [Email ID- [garimamishraphd@gmail.com](mailto:garimamishraphd@gmail.com)]
2. Dr.Akhilesh Chandra Pandey (Assistant Professor Department of Commerce and Business Administration, University of Allahabad.) [Email ID- [acpmanagement70@gmail.com](mailto:acpmanagement70@gmail.com)]

### Abstract

**Purpose:** The aim of this paper is to investigate the workplace behavior of generation z, the generation born between 1995 to 2012.The goal of the research is to gain understanding of their identity and perception concerning the workplace environment.

**Design/Methodology/Approach:** This paper presents a systematic literature review emphasizing the behavior of Generation Z in the workplace and their interactions within the working environment.

The researcher employed a comprehensive approach to gather relevant literature, accessing various databases such as Google Scholar, Web of Science, and Chrome. The selection of these databases was based on their reputable standing in hosting scholarly articles and research materials. To conduct an effective search process, specific keywords were utilized. The selected keywords for the search process were "Generation Z," "workplace," "behavior," and "working environment. "Through the utilization of these keywords, the researcher aimed to identify and analyze the various dimensions of Generation Z's behavior and its alignment with the modern working environment.

### Findings:

The goal of this systematic review is to offer insightful information about the behaviors displayed by Generation Z within the workplace and their interactions with the evolving working conditions. The numerous research studies presented in this review collectively emphasize the importance of recognizing and adjusting to the unique characteristics, preferences, and anticipations of Generation Z in the workplace. Employers must recognize the significance of effective communication, flexible HR policies, and work-life balance to attract, retain, and motivate Gen Z employees. By embracing these insights and carrying out appropriate strategies, organizations can foster a harmonious, innovative, and productive work environment that maximizes the potential of Generation Z and all generations in their workforce.

**Originality/value:**

This extensive review of the literature synthesises empirical studies on the workplace behaviour and organisational commitment of Generation Z from around the globe.

**Keywords – Generation z, Gen z, Workplace, Working environment, Workplace behavior.**

**JEL code: L2, O3**

**Introduction**

Generation Z, also known as iGen Founders and Centennials, is the newest generational cohort entering the workforce. Although a lot of individuals might consider this generation as children, the reality is that the oldest GenZers are already up to age 27. They are the newest entrants to the workplace and pooling places, and they are set to become the fastest-growing group of employees and customers in the near future. Organizations are already facing challenges in identifying and satisfying the demands of Generation X and Generation Y in the 21st century. Now, with the emergence of Generation Z, organizations must also understand and accommodate to the unique characteristics and expectations of this new generation. The workplace is undergoing rapid evolution due to technological advancements, changes in business practices, and shifting social dynamics. To successfully navigate these changes, organizations need to pause, recognize, and understand the transition happening in the workforce. By the year 2025, Generation Z, those born after 1995, will represent more than 27% of the workforce. This presents a critical moment for organizations to obtain a profound comprehension of their identity and thought process. It is essential to understand this generation to guide, collaborate and develop them for workplace productivity.

One defining characteristic of Generation Z is their digital native status. They have grown up in an era of pervasive technology, with smartphones, social media, and instant access to information at their fingertips. This has shaped their communication style, preferences, and expectations. Gen Z expects seamless connectivity, rapid response times, and personalized experiences in both encounters in their individual and occupational life. Additionally, Generation Z puts a great focus on authenticity and social responsibility. They value transparency and expect organizations to have a clear mission and values that coincide with their own. Gen Z seeks out workplaces that prioritize diversity, equity, and inclusion, and they are more likely to support the organizations that actively contribute to social and environmental causes. Furthermore, Generation Z has witnessed the challenges faced by previous generations, such as the economic recession and the impact of climate change. As a result, they are typically more financially cautious and environmentally conscious. They prioritize stability, value work-life balance, and seek opportunities for personal growth and development. To effectively engage Generation Z, organizations need to adapt their strategies and practices. Traditional

hierarchical structures may need to give way to more collaborative and flexible approaches. Providing ongoing learning and development opportunities is crucial, as Gen Z values continuous growth and skill enhancement. Offering a supportive and inclusive work environment, with clear pathways for advancement, will aid in drawing in and keeping the best talent from this generation. Therefore by embracing the strengths of Generation Z and fostering an inclusive and innovative work environment, businesses can set themselves up for success in the rapidly evolving business world of the 21st century.

### **Different forms of generations**

Generations refer to groups of people who are born and raised during a specific time period and share similar experiences, values, and cultural influences. While there is no universally agreed upon definition of the exact years that define each generation, there are some commonly recognized generational cohorts:

**Traditionalists (Silent Generation):** Born roughly between the years 1928 and 1945, traditionalists grew up during the Great Depression and World War II. They value hard work, loyalty, and respect for authority.

**Baby Boomers:** Born between 1946 and 1964, baby boomers experienced a population boom following World War II. They witnessed significant political and social changes, such as the civil rights movement and the sexual revolution.

**Generation X:** Born between 1965 and 1980, Generation X grew up during a time of technological and economic changes. They were the first to experience personal computers, video games, and the rise of the internet.

**Millennials (Generation Y):** Born between 1981 and 1996, millennials came of age during the rapid advancement of technology, including the widespread use of the internet and social media. They tend to value work-life balance, diversity, and social causes.

**Generation Z:** Born between 1997 and 2012, Generation Z is typically referred to as the "digital natives" because they were raised in a highly connected world. They are characterized by their fluency with technology, entrepreneurial spirit, and focus on issues like climate change and social justice.

**Generation Alpha:** Born from 2013 onwards, Generation Alpha is the youngest generation currently being recognized. They are growing up in an era of advanced technology, with smartphones, tablets, and smart devices being a common portion of their lives from an early age.

### **Generation z's behavior at workplace**

The emergence of generation Z born between mid-1990 and the early 2010 has brought significant changes to the workplace. As this generation begins to dominate the job market, employers must pay attention to their

unique characteristics, preferences and behavior. In this article we summarize the key findings about generation Z behavior in the workplace.

Firstly, generation Z are considered as natural collaborators. They value teamwork, communication and open feedback, they often favor a flat organizational structure over rigid hierarchies. Businesses that foster an environment of open communication and offer chances for cross-functional collaboration are likely to witness enhanced productivity and employee satisfaction among generation Z workers.

Secondly, the generation Z comfort and knowledge of technology makes them distinct from prior generations. These generations are proficient in using social media platforms, digital tools and mobile devices. This proficiency can be leveraged to enhance productivity innovation and collaboration within the workplace. Organizations that embrace the technology and provide digital infrastructure are likely to retain and attract generation Z talent.

Thirdly, Generation Z places a high value on work-life balance. They have witnessed the struggles of previous generations with long work hours and are determined to avoid similar pitfalls. Flexibility in work hours, the ability to work remotely, and a focus on well-being are essential considerations for attracting and retaining Gen Z talent.

Fourthly, having grown up in a world of instant access and feedback, Generation Z tends to crave quick responses and recognition for their efforts. Regular feedback, performance evaluations, and acknowledgment of their achievements are essential for their engagement and motivation.

Fifth, Gen Z is considered the most diverse generation in history, with a greater appreciation for inclusivity and representation. They expect workplaces to foster a diverse and comprising environment where every employee are treated with respect and have equal opportunities. Companies that promote diversity and actively combat discrimination are more likely to attract Gen Z employees.

Sixth, generation Z is often perceived as less loyal to employers than previous generation. They are willing to switch jobs if they find better opportunities or work environment that are more in line with their values. To retain this unique generation employees in the workplace, companies must create a compelling work culture that meets their needs and aspiration.

Another important characteristic of generation Z behavior is entrepreneurial spirit. This generation also brings a strong entrepreneurial mindset to the workplace. They are eager to take initiative, experiment with innovative ideas and seek opportunity for growth and self-development. They're not just looking for traditional employment opportunities but also exploring freelance works and startup ventures.

## LITERATURE REVIEW

Berkup, S.B. (2014) aims to study the administration of different generations in business life. The researcher suggests that in a rapidly changing environment, it is possible to employ different generations at one place while maintaining their positive attitude and obtaining their efficiency. This can be attained by developing insight into the traits of different generations and taking appropriate actions to gain an edge over competitors in the near future.

Arar,T.,Yuskul,I. (2015) This study investigates the most effective ways to manage the distinct traits and preferences of the current generation, who will eventually replace the current workforce and to strengthen the institution's success. As this new and talented generation is techno-savvy, the organization's HRM must manage them properly to maximize their productivity and advance the organizations' goals.

Ozkan,M. and Solmaz, B.(2015) explored the progression of Generation Z employees regarding their work expectations and approach. The study concluded that managers need to depart from conventional business culture and adapt to technological environment to outperform their competitors and should ensure the workers to be happy within the company and maintain cordial relation with them.

Khatri, and et.al (2016) the objective of the study is to explore how GenY and GenZ manage their career aspirations in the workplace. These two generations have distinct perspectives on life, with Gen Y prioritizing work-life balance while Gen Z is known for being creative, passionate, and tech-savvy.The research emphasizes the consideration of generational disparities when aligning company resources with organizational goals and objectives.

Bencsik,A.,Horvath-Csikos,G.,and Juhasz,T.(2016) investigated the distinctive characteristics of GenY and GenZ. These generations play a vital part in determining corporate success and competitiveness in the long run. Although there are similarities between the two generations, research has demonstrated significant differences as well. These distinctions are especially noticeable in the corporate environment, where questions arise regarding knowledge-sharing and knowledge transfer between the generations. It was concluded the generation Z and Y, typically judged themselves more positive than the older age-groups judged them. Similarly the age consistency did not lead to any issues at work within an organization. work place behavior and work life balance are also one of the factor leading to productivity of the organizations and according to the study done by Lidija, P.L.,and et.al (2017) indicated that work-life balance has become a critical strategy for the most prosperous organizations, therefore, both the organization and the individual must exert effort to achieve optimal results.

Considering the ZenZ as digital natives, additionally, it is imperative to understand their limitations. Knapp and et.al (2017) regarded them as the least healthy, both physically and mentally, compared to prior

generations. To successfully incorporate this tech-savvy generation into the workplace, organizations need to make certain adjustments, these may include creating spaces that promote mindfulness, fostering a sense of belonging, and building cordial relationships among team members. Furthermore Black, A., Asadorian, D., & Dunnett, H. (2017) revealed eight "truths" concerning the characteristics, values, and behavior of generation Z follows the initial cohort of digital natives, daily discoverers, Bringing it about, accepting challenges rather than defying expectations, a curator who is also a creator, the delight of community and constructive interaction, born into the informal culture, and their modes of communication differ. Further, Roblek, V. et al. (2018) investigated the notion of smart technology as a form of social innovation and the challenges that the Generation Z encounters while using such technology. It was found that business students heavily rely on smart technology for both educational and entertainment purposes.

Agarwal, H., and Vaghela, F. (2018) examined the variations in work values among various segments of Generation Z, focusing on Intrinsic, Extrinsic, Altruistic, Status-Associated, and Social Values concerning the relationship. Additionally, it seeks to identify workplace expectations unique to Generation Z that were not prevalent among millennials. By understanding the mindset and career attitudes of generation Z, entrepreneurs, executives, and Supervisors are able to make wise decisions when it comes to hiring, managing, and retaining Gen Z employees, ensuring a successful and harmonious work environment.

Chillakuri, B. and Mahanandia, R. (2018) investigated a study with the purpose of understanding the vital characteristics of Generation Z and developing strategies to maximize their talent in the business environment. According to the report, businesses need to redesign their strategies and policies to accommodate and engage this digital-native generation. To acquire a greater understanding about this generation, the researchers adopted an exploratory method and collected data through journals, newspapers, articles, personal interviews, and various conferences. The study concluded that Generation Z believes in multitasking and prefers to learn independently. They are independent and enjoy working without fear. Therefore, organizations are required to carefully engage this cohort group in the workplace to ensure long-term benefits.

Schroth, H., (2019) concluded that employers deal with a lot of difficulties at work when working with Generation Z, including, a lack of experience, anxiety, depression, and impatient behavior. The study recommends that managers develop a thorough understanding of Generation Z's needs and behaviors. Furthermore, the study suggests establishing a psychological contract between employees and employers to facilitate more effective communication and management.

Parsada, S.F., (2019) the objective of the study was to bridge the generation gap between Gen X and Gen Y 2 as mentors and Gen Z as students. To measure technology acceptance among Gen Z, the researchers utilized

the UTAUT model. It was concluded that many of the variables showed significant and positive correlations. Further, Maloni, Hiatt, and Campbell (2019) studied about the career expectations of this business students of GenZ to effectively engage them both in the classroom and in the career development process. To address this objective, a survey was conducted among business students across seven different U.S. universities to assess their career expectations. The findings reveal similarities between Gen Z and the preceding Gen Y generation, but they also highlight some noteworthy differences. In line with previous research, the results depict a typical business student who prioritizes a stable career and aims to build strong skillsets for rapid advancement in the workplace.

The connection between the degree of engagement among Generation Z employees (in terms of trust, control mutuality, commitment, and job satisfaction) and the extent to which their leadership communicates openly was studied by Kompa, N. (2019). The study involved 78 alumni from the 2017 and 2018 graduating classes of a small four-year university in the Midwest and tried to study the link between the independent factors (trust, control mutuality, commitment, and job satisfaction) and the dependent variable, transparent communication by leadership. The results showed a strong correlation between Generation Z's trust, sense of control mutuality, commitment to the organization, and job satisfaction, and transparent communication from their leaders. Establishing a leadership communication system that is centered on employees and emphasizes transparency, while providing detailed, substantial, fair, and accurate information, becomes crucial as a new generation enters the workforce. Encouraging Generation Z to actively participate in face-to-face interactions and implementing best practices in transparent leadership communication can yield significant benefits as leaders strive to inspire and gain the support of Generation Z.

There is need to understand the attitude and commitment of Gen Z especially in the wake of digital era to foster the task performance and organizational development. Arun Aggarwal, et al. (2020) examined the influence of HR practices and policies on Generation Z, toward job satisfaction using the attraction-selection-attrition (ASA) theory and self-determination theory (SDT). It was observed that rewards, flexible work practices, and recognition, compensation and benefits, feedback-seeking behavior and volunteering work positively influence Gen Z.

Ameen, N., Anand, A. (2020) study highlights the importance of understanding the characteristics and preferences of GenZ in order to develop effective business strategies and enhance organizational performance. The study identifies five key traits of Gen Z in the UAE as digital native, highly influenced by social influencers, risk-averse, emotionally mature, and highly involved in political debates.

Chayomchai, A., (2020) investigated the utilization of technology among Thai individuals belonging to Gen Z during the pandemic. The researcher chose to focus on this generation because they are recognized as having

greater technological proficiency than other age groups. The study employed several variables, including, personal innovativeness, effort expectancy, performance expectancy, social influence, trust, and behavior influence. The results showed that the adoption of online technology during the pandemic was primarily determined by three key factors: effort expectancy, trust and performance expectancy.

Kirchmayer, Z., and et.al (2020) showed that job satisfaction was the key factor of Generation Z to drive their motivation in future workplace. Similar study was done by Tjiptono, F., Khan, G., Yeong, E. S., and et al. (2020) to study their workplace behavior in Malaysia where Generation Z, accounting for 29% of the overall population. It is recognized in Malaysia as a tech-savvy group, heavily reliant on smartphones and social media, spending an average of 8 hours per day on the internet. These individuals possess unique characteristics, such as a strong educational background, entrepreneurial qualities, and empowered behavior. It was found that Malaysian Generation Z consumers are highly influential and confident in their decision-making processes. Moreover, in the workplace, this generation is perceived as curious, creative, competent, and confident.

For the development of organizations, it is crucial to study about the effective ways and means of communication. For exploring the preferences and behaviour of Gen Z as employee in their early stages of employment the study has been done by Bredbenner, J., and (2020). The study's conclusions show that Gen Z workers favor in-person interactions with their superiors. Additionally, when focusing solely on digital communication, the study revealed that managers currently employ the most favored digital mode of communication among Gen Z employees, namely text messaging, while neglecting their least favored digital mode of communication, social media. Based on the study's results, it is recommended that managers adopt a blend of in-person and text message-based communication in order to improve the general communication experience when engaging with their Gen Z workforce.

In Setiawan's 2020 work, it is highlighted that the evolving landscape of the modern workforce requires a reevaluation of human resource management by companies. Today's workplace is characterized by a diverse mix of generations, encompassing the experienced baby boomers, generation X, Generation Y, and the youngest cohort, generation Z. Each generation brings its own unique strengths and weaknesses to the professional arena. Collaborating across generational divides can prove challenging, as differing viewpoints and perspectives often result in communication issues and internal conflicts. The healthcare industry, in particular, is witnessing a transformation in its workforce structure due to the impending retirement of the baby boomer generation. This shift is ushering in a new era with generation X, millennials, and generation Z taking the reins. Understanding how to effectively manage and engage generation Z employees is imperative.

Over the past two decades, significant generational changes have created disparities in skills and abilities among the workforce. Understanding and addressing this reality is prominent concern for leaders.

Paina, R.N.D.,Irimi,R.D.,(2021) study shows that organizations are prepared to tackle the challenges and modifications that GenZ brings to the workplace. To inspire, retain, and attract this tech-savvy generation, organizations must leverage their abilities, creativity, and innovative potential, turning it into reality.

Janssen,D.,Carradini,S.(2021)evaluated the characteristics of GenZ and defined as individuals born between 1995and 2012, who have been exposed to notable advancements in communication technology. This generation possesses elevated expectations in the workplace. An exploratory survey methodology was utilized in this study, which solicited information regarding Gen Z's communication preferences and expectations both in their personal and professional lives. The study findings indicated that Gen Z demonstrates unexpected attitudes and behaviors, while awareness of disruptive communication practices could promote favorable changes, employers should revise their communication policies to consider current and forthcoming technologies.

Leslie, B., and et.al (2021) evaluated the differentiation among GenZ employees based on their generation, in order to learn more about each person perceptions and inclinations towards their workplaces. The study utilized a Q methodology that allowed for the identification of subgroups within the Gen Z cohort. The results revealed that Gen Z can be divided into three groups: Social Investors, Chill Worker Bees, and Go-Getters. All three groups emphasized the significance of businesses that uphold strong ethical and moral values.

Gabrielova,K.,and Buchko,A.A.(2021)created a framework that illuminates the work-related characteristics of two generations - Millennials and Generation Z- in the workplace. This study explores the hierarchical relationships between Millennials as superiors and Generation Z as subordinates, using the theories of generational cohorts, leader-member exchange, and work values. The aim is in order to provide light on how these generational cohorts interact and perceive each other in a work setting.

Dwivedula and Singh (2020).studied to identify the key job characteristic factors that drive motivation among Generation Z individuals. The analysis revealed four significant factors: 'Job enabled growth opportunities,' 'Organization support,' 'Accountability,' and 'Interaction and feedback,' which collectively explained 61.98% of the total variance. These factors collectively provide a framework for understanding the specific motivating job characteristics for Generation Z.

Aziz,F.(2021)the study's objective is to investigate the elements that impact the preferred working conditions of Generation Z in Malaysia. In order to accomplish this, organisations must to be mindful of the type of workplace that Generation Z expects. The study also examined the variables that impact Generation

Z's characteristics, expectations, and preferred communication in relation to their nationality. The results indicate a significant and correlated association between these factors.

Pichler, S., Kohli, C., and Granitz, N. (2021) introduced a novel framework called the DITTO framework, which makes certain recommendations for companies on diversity, individualism, teamwork, technology, and organizational support. DITTO serves as a useful mnemonic to assist employers in recalling specific ways to support and leverage the strengths and potential of Generation Z in their organizations and workforce. Additional research reveals that Generation Z brings unique characteristics to the workplace, such as being open to diversity, displaying higher levels of creativity, competence, and a strong inclination towards technology compared to previous generations. Consequently, it was deduced that companies utilizing the DITTO framework appear more appealing to Gen Z employees.

According to Bridges, T.'s study, there are five distinct ways that the workplace should adapt in order to draw in Gen Z workers. These are as follows: Get millennials ready to manage Generation Z; purge your workplace of universally applicable solutions; promote teamwork, play, and flexibility; and recognise that continuous connectivity is necessary for a smooth integration that results in a healthy workplace and a healthy bottom line.

Mărginean, A. E. (2021) examined the expectations and attitudes of Generation Z with relation to their current and future employment, as well as their future professional goals. The study concluded that Gen Z's value financial stability and a stable employment. They select careers that align with their interests and seek out casual, laid-back settings where they can have a dedicated workspace. This generation is acutely aware that career-long learning is a must for success and would like to be mentored at work. Even though they are supposedly digital natives, they yet feel the urge to connect with coworkers and express themselves freely.

Tatum, N. (2022). This qualitative descriptive study set out to characterize the verbal workplace communication abilities of Generation Z workers, as well as the efficacy of those abilities, from the viewpoint of supervisors. The study's participants characterized the verbal communication abilities of Gen Z employees as frequent, self-assured, transparent, and professional. However, they also noted that e-communication has frequently replaced face-to-face communication and that the generation's use of cultural references is often overlooked. The participants evaluated the effectiveness of Generation Z employees' verbal communication skills. They found that these skills were effective when speaking with their peers, regardless of role; less effective when speaking with others or about conflicts, unfavourable topics, workplace accountability, or foreign subjects. They also reported that these skills could be improved with practise and by utilising fewer technologies. Since Generation Z is a recent hire, these results can help organisations make hiring decisions.

Aggrawal,A. and et.al (2022) examine how HR policies and practices affect job satisfaction among Generation Z employees using the Attraction-Selection-Attrition (ASA) theory and the Self-Determination theory. The results show that flexible work arrangements, recognition and rewards, compensation and benefits, and feedback-seeking behavior have a positive impact on Generation Z employees.

Forbes (2022) affirms that GenZ workers prioritize businesses that offer them with a sense of purpose in their roles, with 42% of GenZ employees valuing this aspect more than financial compensation. They seek companies that nurture their personal growth and development rather than merely offering incentives. For Generation Z, a company's growth is interconnected with their own self-development. Their primary desire is to grow in exciting technologies and have the freedom to utilize these technologies creatively.

Whitehead, H. G. (2022).studied the inclination of GenZ towards digital communication might be working against them when they enter the workforce. Millennials and Generation Y, who currently comprise the greatest portion of the labour market, tend to communicate differently than GenZ. The notion that Gen Z's prospective employers favour distinct communication modalities raises the possibility of a detrimental impact on these employers' opinions of Gen Z's professionalism and ability in the workplace. The author examines the differences in communication styles between Generation Z and the X and Y Generations by interviewing 12 internship supervisors from a variety of industries in the Southeast. The goal of this research is to determine whether or not these differences are having a detrimental effect on Millennials and Gen X.

Appelbaum, S.H.,Bhardwaj,A.,(2022)This article discusses generational differences and their connection to workplace conflicts. The researcher found that understanding and effectively managing generational disparities in the workplace are critical for fostering a cohesive and productive environment. Mentorship programs and adaptation of HR practices can aid in addressing conflicts related to generational differences. However, it is also essential to recognize the complex nature of these conflicts and avoid oversimplification considering additional contributing elements. In this way, organizations can promote collaboration and harmony among their diverse workforce.

Tidhar,L.(2023)aims to investigate the generation z characteristics, intergenerational management, and leadership, and its impact on Generation Z employee commitment. Generation Z employee commitment is influenced by various factors, including intergenerational management and leadership approaches. By understanding Generation Z's unique characteristics, business can implement strategies that strengthen commitment and drive success. This includes adapting onboarding processes, fostering an employee-centric work environment, and emphasizing outcomes over tenure. By embracing these changes, organizations can utilise the potential of Generation Z and build a dedicated and high-performing workforce.

Agnar, A.A. and Arief N.N. (2023) concluded that generation Z's entry to the workforce has shifted work perspectives. They seek fulfillment, purpose, and better quality of life. Employers prioritizing these needs shape the future of work. Gen Z is tech-savvy, socially aware, and globally engaged. Research aims to align employer branding with their values, focusing on Safety Values in BUMN companies.

Rahman, K.S. (2023) aims to identify motivating characteristics of professional Millennials and Gen Z. Understanding their expectations and accommodating their unique work ethic is crucial. The study analyzes multiple authors' views on embracing Gen Z's ways of working and provides guidelines for effective collaboration and management of younger generations. It also addresses toxic work environments and ways to improve the mental health of young employees. The overall goal is to emphasize the communication's importance when working with Millennials and Gen Z. To retain young talent, uphold reputation, and improve workplace efficacy, organizations must understand Millennials' and Gen Z's behaviors, work ethic, impulses, and motivation.

## **Discussion and Conclusion**

In the rapidly evolving landscape of the modern workplace, the management of generations Z has become a vital concern. The research papers discussed in this review illuminated the various challenges, offering important perspectives on the characteristics, preferences, and expectations of Generation Z (Gen Z) and in the workplace. In conclusion, it was found that generation Z behavior in the workplace is shaped by their technological proficiency, desire for meaningful work, emphasis on work-life integration, collaborative mindset, and entrepreneurial spirit. Employers who understand and adapt to these characteristics will be able to effectively employ the potential of Gen Z employees. It is important for business to understand and embrace this generation instead of considering them a burden. Generation Z is not solely seeking jobs; instead, they crave life experiences and personal growth. By recognizing and adapting to this unique generation's needs and aspirations, companies can build stronger relationships with them and be able to create a more fulfilling and productive work environment. Thus, by embracing their unique qualities and leveraging their strengths, organizations can build a more agile, innovative, and resilient workforce for the modern workplace. The future belongs to Generation Z, and it is up to employers to adapt and create an environment that enables them to shine.

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