

HUMAN RESOURCE MANAGEMENT STRATEGIES FOR GEN Z WORKFORCE ENGAGEMENT

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Abstract

The changing demographic composition of the modern workforce has introduced Generation Z (Gen Z) as a dominant and uniquely characterized workforce group. As digital natives, Gen Z exhibits a high preference for work flexibility, technology utilization, collaborative work environments, and organizational process involvement. This research aims to identify and analyze relevant human resource management (HRM) strategies to improve the engagement of Gen Z in the workplace. Using a systematic literature review approach, this study examines various scientific publications from 2015 to 2025 that discuss the relationship between HRM and Gen Z engagement. The study results show that effective HRM strategies consist of three main pillars: (1) value-based recruitment and employer branding strategies that emphasize transparency, flexibility, and social responsibility; (2) technology-based development and training strategies such as microlearning, e-learning, and gamification that are suitable for Gen Z's learning style; and (3) retention strategies built through an inclusive work culture, continuous feedback systems, supportive leadership, and attention to employee well-being. These findings suggest that an adaptive, contextual, and value-based approach to human resource management is key to retaining and optimizing the potential of the Gen Z workforce. The study also recommends further empirical research to test the effectiveness of these strategies in various organizational contexts.

Keywords: Human Resource Management, Labor, Gen Z

INTRODUCTION

The current demographic changes in the workforce are marked by the entry of Generation Z as a significant part of the labor force. Gen Z is the generation born between 1997 and 2012 and has begun to enter the workforce significantly in recent years (Kumari & Todkari, 2024). Unlike previous generations, Gen Z grew up in the digital era and has characteristics that are very closely related to technology. They are more digitally literate, have broad access to information, and have high expectations for work flexibility. Their

presence brings new challenges for organizations in terms of human resource management (Gowda et al., 2024). Therefore, human resource management strategies need to be adapted to the characteristics and needs of Gen Z in order to create a productive work environment.

Human resource management (HRM) plays a crucial role in managing generational dynamics in the workplace. Conventional HRM strategies applied to previous generations are not necessarily effective for Gen Z (Shenoy, 2022). This generation tends to value work-life balance, time flexibility, and rapid development opportunities more. They also demand more transparency, clarity of purpose, and direct involvement in decision-making. This calls for new approaches in HRM practices, such as in recruitment, training, and retention. Without strategic adjustments, organizations risk losing the full potential of the Gen Z workforce.

Employee engagement is an important indicator in determining organizational success. Employees who are emotionally and intellectually engaged in their work tend to have higher productivity. They also show stronger loyalty and have a commitment to organizational goals. However, this level of engagement is heavily influenced by how organizations treat and manage their human resources. For Gen Z, engagement is not just about salary and benefits, but also about the meaning of work, opportunities for growth, and feeling valued (Puri & Sengupta, 2022). Therefore, it is important for organizations to understand what drives engagement in this generation.

Some studies show that Gen Z has a strong desire to work in environments that support collaboration, innovation, and speed. They are uncomfortable with rigid bureaucracy and tend to get bored quickly with monotonous routines. This creates a need for dynamic and challenging job designs (Saks, 2022). Additionally, Gen Z expects more frequent and personalized feedback in their work. They want to feel involved in the process, not just be task executors (Ogbe & MBA, 2024). All these aspects must be considered in the HR strategy so that the organization can maintain their engagement.

One of the main challenges in managing Gen Z employees is bridging the gap in values and work styles between generations. In a single organization, there can be several generations at once, ranging from Baby Boomers, Gen X, Millennials, to Gen Z. Each generation has different preferences and work approaches, which creates potential for conflict and disharmony (Abe & Abe, 2022). Gen Z tends to be more individualistic, but at the same time, they also want to be part of a meaningful community.

Management needs to design strategies that are inclusive and can facilitate cross-generational collaboration. With the right approach, these differences can actually become a strength for the organization.

Work flexibility is one of the main factors driving Gen Z engagement. They prefer hybrid or remote work systems, which allow them to work from anywhere. The balance between personal and professional life is a top priority for them. Additionally, the use of technology in the workplace is an important added value for Gen Z. Organizations that are slow to adopt technology are less likely to be attractive to this generation (Phahlane, 2023). Therefore, HR strategies must leverage technology to support work flexibility and productivity.

Organizations that successfully attract and retain Gen Z are those that can build a work culture relevant to their values. This includes values of diversity, equality, social responsibility, and sustainability. Gen Z wants to work in places that not only focus on profit but also have a positive impact on society and the environment. Therefore, strong employer branding that aligns with Gen Z values is key to recruitment strategies (Dede, 2022). Additionally, the onboarding and employee development processes should be designed to provide a meaningful experience from the very beginning. By doing so, engagement can be built from the first day they join.

Based on the description, it is crucial to conduct an in-depth literature review on human resource management strategies for addressing the challenges of Gen Z workforce engagement. This research aims to identify relevant, innovative, and adaptive HRM approaches to the needs of Gen Z. The results of this study are expected to contribute theoretically to the development of modern HRM science. Additionally, this study will also provide practical recommendations for organizations in building effective engagement strategies. With the right strategy, organizations can not only attract Gen Z but also retain and maximize their potential. This will be one of the keys to the organization's sustainability and competitiveness in the future.

RESEARCH METHOD

This study uses a systematic literature review approach as the primary research method. This approach was chosen because it allows researchers to systematically and objectively collect, assess, and synthesize findings from previous studies. The aim is to identify relevant human resource management (HRM) strategies for enhancing the engagement of Gen Z employees. A systematic literature review also helps map existing research and practice

gaps in this field. By using this approach, research can generate a comprehensive and evidence-based understanding of the phenomenon being studied. Additionally, this method is suitable for use in the context of collecting secondary data scattered across various scientific sources.

The data sources for this study were obtained from scientific journals, academic articles, and reliable publications published within the last ten years, specifically from 2015 to 2025. Data was collected by searching electronic databases such as Scopus, ScienceDirect, Google Scholar, and ProQuest, using keywords such as "Generation Z", "human resource management", "employee engagement", and "workforce strategy". After the data was collected, a thematic analysis was conducted to group and identify the main themes related to HRM strategies for Gen Z engagement. This thematic analysis included the processes of data coding, pattern identification, and information synthesis to form a conceptual framework. This process is carried out systematically to maintain the validity and consistency of the study results. The results of this thematic analysis form the basis for the discussion in this study (Snyder, 2019; Tranfield et al., 2003).

RESULT AND DISCUSSION

Recruitment and Employer Branding Strategies That Appeal to Gen Z

Generation Z is a generation that is very familiar with digital technology and social media. They rely on the internet as their primary source of information, including when looking for information about workplaces. Therefore, an effective recruitment strategy for Gen Z must involve maximizing the use of digital platforms (Padhmini & Arun, 2024). Social media platforms like Instagram, LinkedIn, TikTok, and YouTube are highly potential tools for building a company's image. Companies need to actively create engaging, informative, and authentic content that reflects their work culture and organizational values. The use of digital media is not just a means of promotion, but also a reflection of how companies are adapting to the digital age.

Strong employer branding is an important factor in attracting Gen Z job seekers. They are not just looking for a job, but also a workplace with a vision, mission, and values that align with their personal identity and principles. Gen Z is very considerate of an organization's reputation before applying, especially regarding social and environmental issues (Arnold & Kotte, 2024). Therefore, companies need to demonstrate a commitment to sustainability, social responsibility, and work ethics. Employer branding must be communicated

consistently across all digital channels, from websites to social media. This will increase the company's credibility and appeal in the eyes of Gen Z. Work flexibility is one of the aspects highly valued by Gen Z when choosing a workplace. They desire a balance between personal and professional life, as well as autonomy in managing their time and workplace. Therefore, recruitment strategies should explicitly offer flexibility policies, such as hybrid or remote work systems. Not only that, but companies also need to showcase a work culture that supports innovation, collaboration, and mental well-being. Communication about this flexibility can be a strong selling point in job advertisements (Oelsnitz et al., 2023). This demonstrates that organizations understand the needs and expectations of younger generations.

Career development from the outset is another factor sought by Gen Z when considering a job. They tend not to want to be trapped in stagnant organizational structures or those that don't offer opportunities for capacity building. Therefore, an employer branding strategy needs to emphasize the existence of a clear career path and opportunities for competency development from the onboarding phase. This information can be conveyed through employee video testimonials, success stories, or descriptions of the training programs offered (Oelsnitz et al., 2023). Demonstrating that the company invests in individual growth will create a positive impression for Gen Z applicants. It also increases their likelihood of applying and staying longer at the company.

In building recruitment appeal, it is important for organizations to convey an inclusive work culture that values diversity. Gen Z grew up in an environment that is more open to issues of gender equality, social inclusion, and multiculturalism. Therefore, employer branding that showcases diversity within the team and a commitment to inclusive values will resonate more with Gen Z. Companies can demonstrate this through visual content and narratives that reflect the diversity of their workforce. Gen Z job candidates want to feel accepted and valued as individuals, not just as employees. A strong inclusive culture can increase their interest and trust in the company (Kuchеров et al., 2022).

Transparency is also an important value in building a recruitment strategy for Gen Z. They want to know clearly about job expectations, organizational culture, and the recruitment process they will go through (Pommerening, 2024). Therefore, companies need to provide complete and easily accessible information, including salary structures, promotion paths, and performance evaluations. Honest and open communication from the start

will build trust and foster stronger engagement. Gen Z candidates tend to avoid companies that hide information or make unrealistic promises. Transparency is a key foundation for building a credible employer brand.

Recruitment strategies also need to involve a seamless and interactive digital experience. A job application process that is too complicated or slow can cause Gen Z to lose interest. They prefer an application process that is fast, responsive, and integrated with technology such as chatbots, digital recruitment portals, or gamification. Innovations in the selection process, such as video interviews, task simulations, and digital-based tests, will increase candidate engagement (Baratelli & Colleoni, 2022). This shows that the company is keeping up with the times and is able to create a pleasant recruitment experience. Positive early experiences will strengthen their perception of the organization.

Overall, successful recruitment and employer branding strategies that attract Gen Z must integrate digital approaches, social values, flexibility, and a commitment to individual development. Gen Z is looking for workplaces that not only provide income but also meaning and emotional connection. They want to feel valued, grow, and be part of something impactful. Therefore, companies that can adapt their human resource management strategies to the characteristics of Gen Z will have an advantage in competing to recruit young talent. Literature reviews show that organizations responsive to Gen Z values have higher recruitment and retention rates. This is an important reason why recruitment strategies must be designed adaptively and sustainably.

Development and Training Strategies Tailored to Gen Z Learning Styles

Gen Z has a different learning style compared to previous generations because they grew up in a rapidly changing digital environment. They are accustomed to instant access to information through digital media, making traditional training methods like long lectures less effective (Geofanny & Faraz, 2023). Therefore, employee development strategies for Gen Z must be technology-based and interactive. One effective approach is the use of microlearning, which is training in the form of short, easily understandable content snippets. Microlearning allows for flexible learning that can be accessed anytime through digital devices. This aligns perfectly with the characteristics of Gen Z, who tend to multitask and value efficiency.

Besides microlearning, the gamification approach is also an interesting strategy for Gen Z. They are accustomed to a world of challenging games,

point systems, levels, and rewards, so learning packaged in the form of a game will be more motivating. With gamification, training becomes a fun and challenging experience, not a boring burden. Organizations can adopt digital platforms with interactive features that make training participants feel challenged and actively engaged (Chen et al., 2022). This strategy also improves knowledge retention because the learning experience becomes more meaningful. Gamification helps foster a competitive spirit and a sense of achievement among Gen Z.

E-learning is another form of training that is very suitable for the characteristics of Gen Z. They are more comfortable with digital modules that can be accessed flexibly and independently. E-learning allows for the personalization of materials according to each individual's interests and needs. With visual, audio, and interactive support, e-learning materials become more engaging and easier to absorb. Organizations that provide a modern e-learning platform demonstrate their commitment to supporting the development of their human resources. The availability of digital training also reflects the company's adaptability to the digital era, which is highly valued by Gen Z (Yu et al., 2024).

Besides technology, Gen Z also values strong interpersonal relationships in the workplace. Therefore, the development strategy should also include ongoing mentoring and coaching programs. They want to be guided by experienced people, not just given tasks without direction. Mentoring helps Gen Z understand organizational culture, accelerate adaptation, and increase their sense of belonging to the workplace. While coaching provides space for continuous reflection and self-improvement through two-way dialogue. This approach fosters a supportive work environment and strengthens the emotional bond between employees and the organization (Wilbers, 2022).

A successful mentoring program for Gen Z requires a flexible and non-hierarchical approach. They value transparency and equality in work relationships, including with superiors or mentors. Therefore, effective mentors are those who can be facilitators, not one-way instructors. This approach will motivate Gen Z to be more open in expressing their aspirations, problems, and innovative ideas (Immerschitt & Stumpf, 2022). Additionally, project-based or results-oriented mentoring can provide a more relevant learning experience. A positive relationship with a mentor also increases Gen Z's loyalty and engagement in the workplace.

Gen Z has a strong desire for continuous growth and is not satisfied with stagnation. They need a clear career path and opportunities for progressive skills development. Therefore, organizations need to provide a development roadmap that shows how an employee can grow within the organizational structure. This map should be accompanied by achievement indicators, special training programs, and periodic evaluations (Geofanny & Faraz, 2023). With clear information about their future in the company, Gen Z will feel more focused and motivated. Certainty in career path is a significant attraction in development strategies.

Organizations can also develop skills development programs (upskilling and reskilling) that are relevant to the needs of today's industries. Gen Z values companies that support their professional growth with training that directly impacts performance and career prospects. Skills such as digital leadership, virtual collaboration, data analytics, and effective communication are becoming increasingly important. Training should be designed not only for short-term needs but also to prepare them for future challenges (Varghese & Deepa, 2023). Thus, the company helps create a resilient and adaptable workforce. This also creates a psychological bond between employees and the company.

Overall, the development and training strategies for Gen Z must be adaptive, personalized, and technology-based. Companies that can provide interactive training, ongoing mentoring, and clear career paths will be better able to retain Gen Z engagement. Training integrated with the needs of this generation will create a satisfying and challenging work experience. At the same time, this strategy also supports the improvement of employee competence and organizational productivity. Literature reviews show that investing in the development of young employees has a direct impact on their loyalty and performance. Therefore, this approach needs to be a top priority in human resource management policies.

Gen Z Retention and Engagement Strategies Through Work Culture and Leadership

In the context of Gen Z workforce retention and engagement, organizational work culture plays a very important role. Gen Z wants an open, collaborative work environment that supports personal growth. They value a workplace that encourages teamwork and cross-functional communication. A collaborative culture allows them to learn from colleagues and feel part of a community (Aliev, 2024). Additionally, an inclusive culture that values diversity

will enhance feelings of safety and acceptance. Gen Z is more comfortable in a work environment that is free from discrimination and accommodates differences in background.

Continuous feedback is a highly anticipated part of the work culture by Gen Z. They want to know how their performance is being evaluated and what they can improve, not just through annual reviews. Quick, honest, and constructive feedback is very helpful for their professional development (Bombiak, 2024). Therefore, organizations need to build dynamic feedback systems, both formal and informal. Open interaction between superiors and employees creates a sense of being valued and respected. This strategy also helps prevent confusion and accelerate the achievement of work goals.

Supportive and communicative leadership plays a crucial role in creating Gen Z engagement. They are not interested in rigid, authoritarian leadership styles that are closed to dialogue. Conversely, they prefer leaders who are open, empathetic, and willing to listen to their subordinates' aspirations. Leaders like this don't just command, they also guide and accompany the work process. Humanistic leadership will create trust and comfort among team members (Yacine & Karjaluo, 2022). This is an important factor in retention because it makes employees feel cared for and humanized.

Transparent and two-way communication is also a characteristic of leadership expected by Gen Z. They want to be involved in the decision-making process and feel their voices are heard. Leaders who regularly communicate important information, such as the company's strategic direction and policy changes, will increase a sense of belonging. Additionally, openness in communication will reduce anxiety and create a healthy work environment. Gen Z will be more loyal to organizations that demonstrate honesty and integrity in their leadership (Fernández-Beltrán et al., 2023). Therefore, building a culture of openness is an important step in a retention strategy.

Recognition and appreciation for individual contributions are crucial aspects of maintaining Gen Z engagement. They want to feel that their efforts are valued and have a real impact on the organization. Forms of recognition don't always have to be financial; they can also include public acknowledgement, promotion opportunities, or access to exclusive training. Organizations with a fair and transparent reward system will be more valued by Gen Z. Feeling valued will foster strong intrinsic motivation to continue

performing at their best (Gade, 2024). Thus, recognition becomes an effective retention tool with long-term impact.

It's also important for organizations to provide participatory space in decision-making. Gen Z wants to feel that their voices matter and can contribute to innovation and improvements in work processes. They will be more engaged if given the opportunity to share ideas, participate in strategic discussions, or be involved in cross-divisional projects. This kind of democratic work culture creates a conducive climate for creativity and growth. This also strengthens the emotional bond between individuals and the organization. When Gen Z feels empowered, they tend to stay longer and show high loyalty (Lestari & Manggiasih, 2023).

Retention strategies also need to consider the mental and emotional well-being of Gen Z employees. This generation is very open about discussing mental health issues and demands workplaces that care about this aspect. Programs like work-life balance, counseling, or mental health days are highly valued. Leadership that is sensitive to psychological pressure will find it easier to build strong relationships with Gen Z (Abuladze & Hasimi, 2023). Organizations that care about well-being will create a healthy and productive work environment. Well-being is the foundation of sustainable engagement.

Overall, Gen Z retention and engagement strategies are inseparable from fostering a collaborative work culture, supportive leadership, and a humane reward system. Organizations that can meet these expectations will have a great opportunity to retain potential young talent. A healthy and open work culture creates a sense of comfort and pride in being part of the company. On the other hand, leadership that is relevant to Gen Z's values will strengthen the relationship between individuals and the organization. Literature reviews emphasize that long-term retention is highly dependent on strategies aligned with the characteristics of the dominant generation. Therefore, HR strategies that focus on relationships, communication, and recognition are key to successfully navigating the new era of work.

CONCLUSION

The results of this literature review indicate that the engagement of Generation Z employees can be increased through three main strategies in human resource management. First, a value-based recruitment strategy emphasizing transparency, sustainability, flexibility, and digital employer branding is crucial for attracting Gen Z. Second, adaptive development strategies such as microlearning, e-learning, gamification, and continuous

mentoring have proven to align with their learning styles and career development needs. Third, retention focused on a collaborative work culture and supportive leadership is key to creating an emotional connection between Gen Z and the organization. A relevant and contextual HRM approach will help organizations not only retain young talent but also optimize their potential. Therefore, an HRM strategy that adapts to the characteristics of Gen Z is an essential requirement for the sustainability and competitiveness of today's organizations.

Based on these findings, it is recommended that organizations and HR management practitioners adopt a more personal, collaborative, and technology-driven approach to managing Gen Z employees. Implementing strategies relevant to Gen Z's values, preferences, and work styles will enhance their engagement, loyalty, and overall performance. Additionally, this study recommends further empirical research to test the effectiveness of each HRM strategy on the engagement levels of Gen Z across various industrial sectors. Quantitative and qualitative field-based data research will strengthen the validity of the findings and provide more specific practical insights. By combining theoretical and empirical evidence, human resource management strategies can be continuously adapted and refined as the dynamics of the workforce change. This will help organizations be better prepared to face cross-generational work challenges in the future.

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