



Research Paper

Exploring Job Preferences Among Generation Z: Trends and Implications

Sabahat Anjum

Assistant Professor

Ganga Global Institute of Management Studies, Ramzanpur, Begusari, Bihar

ABSTRACT:

This research explores the job preferences of Generation Z, examining factors influencing their career decisions, specific industries appealing to them, and the challenges they face in the workforce. Drawing on a systematic literature review, key themes include work-life balance, career advancement opportunities, company culture alignment, and technology engagement. Despite preferences, challenges such as economic instability, student loan debt, and mental health concerns persist. Insights offer guidance for stakeholders in attracting, retaining, and accommodating Generation Z talent. Future research suggestions aim to enhance understanding and address workforce dynamics.

KEYWORDS: Generation Z, job preferences, career decisions, work-life balance, career advancement, company culture, technology engagement, workforce challenges.

Received 11 Apr., 2024; Revised 21 Apr., 2024; Accepted 23 Apr., 2024 © The author(s) 2024.

Published with open access at www.questjournals.org

I. INTRODUCTION

Gen Z, also known as, iGen, postmillennial, Zoomers, Homelanders, & Centennials is a cohort characterized by a strong work ethic, a strong sense of community, and a "pragmatic approach" to tackling inherited problems such as climate change, says Roberta Katz, senior research scholar at the Center for Advanced Study of the Behavioral Sciences at Stanford University. More often, this generation referred to as "digital natives," this is the first generation to experience the internet as an integral part of their everyday lives. This generation encompasses a broad spectrum, ranging from the oldest Gen Z individuals who have jobs and mortgages, to the youngest who are still in their preteen years.

Generation Z, having grown up in an era saturated with digital technology, is often termed as digital natives, possessing adeptness in utilizing digital platforms [1]. Their core values centre around social justice, diversity, and inclusivity, often championing causes related to equality and LGBTQ+ rights.

In addition, Gen Z values independence and self-expression and demonstrates a strong entrepreneurial spirit. They prioritize financial stability in the face of economic issues and environmental concerns. They are realistic and pragmatic. This generation, which is less inclined to follow conventional conventions, places a high importance on individuality and self-expression.

In essence and broad terms, stakeholders such as organizations, educators, policymakers, and marketers aiming to effectively engage with and cater to the needs of Generation Z must grasp these characteristics [2].

Employers, recruiters, and legislators must comprehend the job preferences of Generation Z in order to effectively attract, retain, and accommodate this demographic in the workforce. Understanding Generation Z's preferences can help firms modify their hiring practices, workplace policies, and corporate culture to better meet the needs and values of this generation of workers. This will increase employee engagement and productivity.

Myers and Sadaghiani [3] suggest that each generation introduces distinct perspectives, values, and expectations into work environments ("Understanding generational differences in the workplace: A review and research agenda"). Thus, understanding Generation Z's job preferences enables employers to establish environments tailored to this cohort, enhancing employee satisfaction, retention, and organizational success.

As Generation Z increasingly joins the workforce, their preferences have the potential to influence the future of work. Adapting to these preferences allows organizations to maintain competitiveness in the talent market and utilize Generation Z's skills and talents to stimulate innovation and development [4].

Additionally, gaining insight into the job preferences of Generation Z can guide educational and training efforts, aiding in the readiness of individuals for upcoming careers and facilitating the connection between academic learning and industry [5]. Through aligning educational curricula with the requirements and anticipations of employers and the workforce, educational institutions can enhance Generation Z's preparation with the essential skills and competencies necessary for thriving in the workplace.

The research aims to investigate the factors influencing their career choices and provide insights for employers, educators, and policymakers. It will explore specific job sectors appealing to Generation Z, analyze their workplace challenges, and examine broader implications for organizational and societal dynamics. Ultimately, the research seeks to offer actionable recommendations for creating a more accommodating and prosperous work environment for Generation Z.

II. OBJECTIVES OF THE STUDY

- i. Identify and analyze the job preferences of Generation Z.
- ii. Explore factors influencing their career decisions, including work-life balance, growth opportunities, company culture alignment, and engagement with technology.
- iii. Examine industries attracting Generation Z, such as technology, entrepreneurship, social impact, and healthcare.
- iv. Understand challenges faced by Generation Z in the workforce and propose strategies for addressing them.

III. METHODOLOGY

This study utilizes a secondary data collection method to explore the job preferences of Generation Z. Secondary data refers to information collected by other researchers or organizations for purposes other than the current study. The research methodology involves systematic literature review and analysis of existing articles, journals, reports, and other relevant sources to gather insights into Generation Z's career preferences and the factors influencing them.

A comprehensive literature review was conducted to identify existing studies, articles, and reports related to Generation Z's job preferences, career aspirations, and workplace attitudes. Databases such as PubMed, Google Scholar, PsycINFO, and JSTOR were searched using keywords such as "Generation Z," "job preferences," "career aspirations," "workplace attitudes," and related terms.

Data extraction involved systematically gathering information from selected articles and sources, including key findings, methodologies employed, sample characteristics, and theoretical frameworks utilized. The extracted data were then analyzed to identify common themes, trends, and patterns related to Generation Z's career preferences and the factors influencing them.

The findings from the literature review were synthesized to develop a comprehensive understanding of Generation Z's job preferences and the underlying factors shaping their career decisions. Themes and patterns identified in the literature were organized and presented to provide insights into the preferences, motivations, and challenges faced by Generation Z in the workforce.

Overall, the secondary data collection method employed in this study offers a robust approach to examining Generation Z's career preferences and provides a valuable synthesis of existing knowledge in the field. By synthesizing and analyzing data from multiple sources, this research contributes to a deeper understanding of Generation Z's role in shaping the future of work.

IV. UNDERSTANDING OF GENERATION Z

Generation Z, typically defined as individuals born between 1997 and 2012, exhibits distinct demographic characteristics and key defining traits that shape their worldview and behaviours [6].

4.1 Demographic Characteristics

Generation Z is the most ethnically and racially diverse generation in the United States, with a significant portion being children of immigrants [7]. They are also characterized by their status as digital natives, having grown up in a world where technology is pervasive in daily life [8].

Generation Z is known for several key traits. They are highly tech-savvy, having been exposed to digital technology from a young age, and are proficient in using various digital platforms for communication, entertainment, and learning [9]. Moreover, they are socially conscious, valuing diversity, inclusivity, and social justice causes. Many members of Generation Z exhibit an entrepreneurial spirit, expressing a desire for autonomy, creativity, and innovation in their careers [10].

Influence of Upbringing, Education, and Societal Factors: The upbringing, education, and societal factors that Generation Z has experienced have significantly influenced their worldview and values. They have grown up in an era marked by rapid technological advancement, economic uncertainty, and social change. As a

result, they prioritize authenticity, flexibility, and sustainability in their personal and professional lives [11]. Additionally, Generation Z has been shaped by their experiences with globalization, multiculturalism, and social media, which have contributed to their diverse perspectives and interconnectedness with the world [12].

Understanding these demographic characteristics, key defining traits, and the influence of upbringing, education, and societal factors is essential for effectively engaging with and accommodating the needs and preferences of Generation Z in various contexts, including education, employment, and marketing [13].

4.2 Factors influencing Generation Z Job Preferences

4.2.1 Work-Life Balance

Generation Z, exhibits distinct preferences when it comes to work-life balance [14]. One prominent aspect of their job preferences is a strong desire for flexibility and remote work options. Growing up in a digital era with ubiquitous access to technology, members of Generation Z value the ability to work from anywhere and at any time [15]. This preference aligns with their inherent comfort with technology and their expectation for work arrangements that accommodate their lifestyle choices.

Generation Z demonstrates a strong desire for flexibility and remote work options to accommodate their lifestyle preferences [16]. They prioritize maintaining a healthy work-life balance, valuing time for personal pursuits and leisure activities alongside professional responsibilities [17].

Furthermore, Generation Z places significant importance on maintaining a healthy work-life balance. They prioritize activities outside of work, such as spending time with family and friends, pursuing hobbies, and engaging in personal development [18]. Unlike previous generations, who may have been more willing to prioritize work over personal life, Generation Z seeks jobs that allow them to balance their professional responsibilities with their personal interests and well-being [19].

Employers looking to attract and retain talent from Generation Z should consider offering flexible work arrangements, including options for remote work, and promoting a culture that values work-life balance. Organizations that prioritize these aspects not only appeal to the preferences of Generation Z but also benefit from a more engaged and motivated workforce [20].

4.2.2 Career Advancement Opportunities

Generation Z, is often characterized by unique preferences and expectations regarding career development [21]. One critical aspect shaping their employment choices is their strong inclination towards companies that provide clearly defined paths for growth and development. Unlike previous generations, Generation Z places significant emphasis on the importance of having a structured route to progress within their careers. They seek employers who offer transparent frameworks, mentorship programs, and advancement opportunities that enable them to navigate their professional journeys with clarity and purpose [22].

Generation Z seeks companies that offer clear paths for career growth and development, with opportunities for advancement and skill enhancement [23]. They express a keen interest in continuous learning and professional development, recognizing the importance of acquiring new skills to stay competitive in the job market [24].

Moreover, Generation Z manifests a notable interest in continuous learning and skill enhancement. Having grown up in an era defined by rapid technological advancements and changing industry landscapes, they recognize the necessity of staying abreast of new developments to remain competitive in the job market [25]. Consequently, they are drawn to organizations that prioritize ongoing training initiatives, professional development programs, and resources that facilitate the acquisition of new skills and knowledge [26]. This proactive approach to learning reflects their understanding of the evolving demands of the workforce and their desire to continually improve and adapt.

Employers seeking to attract and retain Generation Z talent should prioritize creating environments conducive to both career advancement and continuous learning. This involves not only providing clear pathways for progression but also fostering a culture that values and supports ongoing skill development. Companies that invest in the professional growth and development of Generation Z employees are likely to see higher levels of engagement, productivity, and retention within this demographic [27].

4.2.3 Company Culture and Values

Generation Z, demonstrates distinct preferences when it comes to company culture and organizational values [28]. One significant aspect of their expectations is an emphasis on diversity, inclusion, and social responsibility within the workplace. Unlike previous generations, Generation Z places a high value on working in environments that foster diversity, promote inclusivity, and prioritize social responsibility [29]. They seek employers who actively promote equality, respect for all individuals, and a commitment to making a positive impact on society.

Generation Z places a strong emphasis on diversity, inclusion, and social responsibility in the workplace, preferring organizations that prioritize these values [30]. They are more likely to be attracted to companies whose values align with their own, seeking a sense of purpose and belonging in their work environment [31].

Moreover, Generation Z exhibits a preference for organizations that are aligned with their personal values. They are drawn to companies that demonstrate authenticity, transparency, and integrity in their actions and decision-making processes [32]. For Generation Z employees, the alignment of organizational values with their own beliefs and principles is crucial in establishing a sense of belonging and engagement within the workplace [33].

Employers aiming to attract and retain Generation Z talent should prioritize cultivating a company culture that reflects these values. This involves not only fostering diversity and inclusion but also demonstrating a genuine commitment to social responsibility and ethical business practices. Organizations that actively engage in initiatives related to sustainability, community involvement, and social justice are likely to resonate with Generation Z employees and foster a sense of pride and loyalty among them [34].

4.2.4 Technology and Innovation

Generation Z expects access to modern tools and digital infrastructure in their workplaces, valuing technological advancements that facilitate efficiency and collaboration [35]. They are interested in roles that leverage emerging technologies such as artificial intelligence, data analytics, and virtual reality, demonstrating a propensity for innovation and adaptation [36].

Understanding these job preferences is crucial for employers and recruiters seeking to attract and retain talent from Generation Z, as well as for educators and policymakers shaping future workforce initiatives [37].

V. Job Sector Preferences

Generation Z demonstrates a clear predilection towards the tech industry, especially in roles involving innovation within technology, software development, and digital marketing [38]. This cohort's affinity for the tech sector is well-supported by recent research. Johnson, Beagan, and Rose (2020) [39] suggest that Generation Z gravitates towards careers that provide avenues for creativity, problem-solving, and continuous learning, all of which are prevalent in technology-driven fields.

Furthermore, Generation Z's innate familiarity with digital platforms and adeptness in technology navigation render them ideal candidates for roles within the tech industry [40]. These individuals are not only attracted to opportunities to contribute to cutting-edge developments but also seek positions where they can actively participate in creating innovative solutions and engaging with audiences through digital marketing strategies.

Employers vying for Generation Z talent in the tech industry should emphasize the dynamic and innovative aspects of their organizations, showcasing opportunities for creative expression, skill enhancement, and meaningful contributions to technological advancements. By doing so, they can effectively attract and retain the interest of this tech-savvy demographic.

5.1 Entrepreneurship

Generation Z exhibits a notable inclination towards entrepreneurship, characterized by a desire to start their own businesses or work in startups [41]. This cohort demonstrates a distinct preference for environments that foster creativity and autonomy, which are often associated with entrepreneurial ventures.

Research conducted by Chen, Lai, and Tang (2019) [42] underscores Generation Z's entrepreneurial aspirations, suggesting that members of this demographic are drawn to the prospect of charting their own career paths and pursuing ventures that align with their passions and interests. Moreover, Generation Z's upbringing in a digitally connected world has equipped them with the skills and resources necessary to navigate the complexities of entrepreneurship, including leveraging social media and online platforms for networking and marketing purposes [43].

Furthermore, Generation Z values environments that prioritize creativity and autonomy, characteristics commonly found in entrepreneurial settings. They seek opportunities to contribute their ideas, make meaningful decisions, and have a direct impact on the outcomes of their work [44]. This desire for autonomy and creative expression motivates many members of Generation Z to explore entrepreneurship as a viable career path.

Employers and educational institutions can support Generation Z's entrepreneurial aspirations by providing resources, mentorship programs, and experiential learning opportunities that nurture their entrepreneurial skills and mindset. By fostering an environment that encourages creativity, autonomy, and innovation, organizations can empower Generation Z to pursue their entrepreneurial ambitions and contribute to the growth and dynamism of the economy.

5.2 Social Impact

Generation Z, demonstrates a strong interest in careers focused on sustainability, social justice, and environmental conservation [45]. This cohort exhibits a pronounced preference for companies with robust corporate social responsibility (CSR) initiatives, reflecting their values and concerns regarding societal and environmental issues.

For example, Greta Thunberg, often regarded as one of the youngest environmental activists, embodies Generation Z's commitment to environmental conservation and social impact. At the age of 15, Thunberg gained international recognition for her solo climate strike outside the Swedish Parliament, sparking a global movement known as "Fridays for Future." Her activism has inspired millions of young people around the world to take action against climate change and demand urgent political action.

Research conducted by Smith and Cooper-Martin (2019)[46] highlights Generation Z's heightened awareness of global challenges such as climate change, inequality, and environmental degradation. As a result, members of Generation Z are actively seeking opportunities to make a positive impact through their careers. They are drawn to professions and organizations that prioritize sustainability practices, advocate for social justice, and demonstrate a commitment to environmental conservation.

Moreover, Generation Z places significant importance on corporate social responsibility when evaluating potential employers. They seek companies that not only prioritize profitability but also demonstrate ethical leadership and a genuine commitment to addressing social and environmental issues [47]. Organizations that actively engage in CSR initiatives are more likely to attract and retain Generation Z talent, as they align with their values and aspirations for creating positive change in the world.

Employers looking to appeal to Generation Z and leverage their passion for social impact can integrate CSR initiatives into their business strategies. By prioritizing sustainability, social justice, and environmental conservation, companies can not only attract top talent from Generation Z but also contribute to meaningful societal and environmental change.

5.3 Healthcare and Wellness

Generation Z, typically displays a growing interest in healthcare professions and wellness-related industries, reflecting their desire to contribute to improving public health and well-being [48]. This cohort exhibits a notable inclination towards careers focused on healthcare and wellness, driven by various factors including personal values, societal trends, and career aspirations.

Research conducted by Johnson and Smith (2020) [49] highlights Generation Z's increasing awareness of health-related issues and their desire to make a positive impact in this domain. Members of Generation Z are drawn to professions that allow them to address pressing healthcare challenges, promote preventive care, and enhance overall quality of life for individuals and communities. Additionally, the COVID-19 pandemic has further underscored the importance of healthcare and wellness, leading many members of Generation Z to consider careers in these fields as avenues for meaningful contribution and societal impact.

Moreover, Generation Z values authenticity, transparency, and social responsibility in the organizations they engage with, including those in the healthcare and wellness sectors (Rig [50]. They seek employers and institutions that prioritize patient-centred care, diversity and inclusion, and sustainability practices. Companies and healthcare organizations that demonstrate a commitment to these values are more likely to attract and retain talent from Generation Z, as they align with their desire to make a positive difference in the world.

Employers and educational institutions can support Generation Z's interest in healthcare and wellness by providing mentorship programs, experiential learning opportunities, and resources for skill development in these fields. By fostering an environment that encourages innovation, collaboration, and social responsibility, organizations can empower Generation Z to pursue careers that align with their values and aspirations for improving public health and well-being.

VI. CHALLENGES

Generation Z, faces a myriad of challenges and concerns as they navigate the transition into adulthood and the workforce. Three prominent issues include economic factors influencing job availability and stability, student loan debt and financial constraints impacting career choices, and mental health and burnout concerns in the workplace.

Economic factors significantly influence job availability and stability for Generation Z. Research by Munnell, Hou, and Webb (2020) [51] emphasizes the impact of economic conditions on employment prospects, with fluctuations in job markets affecting the ability of young adults to secure stable and fulfilling employment opportunities. Factors such as global economic downturns, automation, and shifting industry trends contribute to uncertainty in the job market, posing challenges for Generation Z as they enter the workforce.

Student loan debt and financial constraints represent another significant challenge for Generation Z. Studies by Jacobs, Lund, and Owusu-Bempah (2019) [52] highlight the burden of student loan debt on young

adults, impacting their financial well-being and influencing career choices. High levels of student loan debt may deter individuals from pursuing higher education or choosing careers based on financial stability rather than personal interests or passion, limiting their career options and opportunities for growth.

Furthermore, mental health and burnout concerns are prevalent among Generation Z in the workplace. Research conducted by Wong and Yeung (2021) [53] underscores the importance of addressing mental health issues and promoting work-life balance to prevent burnout among young adults. The pressure to succeed, coupled with the challenges of juggling work, education, and personal responsibilities, can take a toll on the mental well-being of Generation Z employees, leading to stress, anxiety, and burnout.

Addressing these challenges and concerns requires comprehensive strategies and support systems. Employers, policymakers, and educational institutions must collaborate to create opportunities for economic stability, alleviate student loan debt burdens, and prioritize mental health and well-being in the workplace.

VII. IMPLICATIONS FOR EMPLOYERS AND RECRUITERS

As Generation Z begins to enter the workforce, it's imperative for employers and recruiters to devise strategies tailored to attract and retain this emerging talent pool. This demographic comes with its own set of expectations and values, necessitating a re-evaluation of recruitment approaches and workplace policies. To effectively engage Generation Z candidates, recruiters must embrace digital platforms and social media for recruitment, offer flexible work arrangements, and integrate technology-driven solutions into the hiring process. Moreover, recognizing the diverse preferences and communication styles of Gen Z individuals is paramount, requiring a customized approach to recruitment efforts [54].

Beyond recruitment, fostering a workplace environment that resonates with Gen Z values is essential for long-term retention. This entails promoting diversity and inclusion, nurturing a collaborative and supportive culture, and demonstrating a commitment to social and environmental responsibility. By providing opportunities for Gen Z employees to contribute their ideas and make a meaningful impact, organizations can enhance engagement and foster loyalty among this demographic (Seemiller & Grace, 2016) [55].

Ultimately, adapting to the needs and expectations of Generation Z requires a proactive approach from employers and recruiters. By implementing these strategies, organizations can position themselves as desirable employers for Gen Z talent, driving innovation and success in today's rapidly evolving workplace landscape.

VIII. CONCLUSIONS

In summary, comprehending the job preferences of Generation Z is vital for various stakeholders aiming to engage with and accommodate this demographic effectively. With their status as digital natives, Generation Z brings unique values and expectations to the workforce, shaping the future of work significantly.

This study has outlined several critical factors influencing Generation Z's career decisions, including their desires for work-life balance, opportunities for career growth, alignment with company culture and values, and engagement with technology and innovation. Moreover, it has explored specific industries that attract Generation Z, such as technology, entrepreneurship, social impact, and healthcare.

However, alongside their preferences, Generation Z also encounters challenges, including economic factors, student loan debt, and mental health issues. Addressing these challenges requires collaborative efforts from employers, policymakers, and educational institutions to create supportive environments and opportunities for financial stability and well-being.

IX. SUGGESTIONS

Looking ahead, future research could delve deeper into the complex interplay of factors influencing Generation Z's job preferences, considering aspects such as cultural diversity, socioeconomic status, and geographical differences. Additionally, longitudinal studies tracking the career trajectories and experiences of Generation Z individuals could yield valuable insights into the evolving dynamics of the workforce.

Furthermore, exploring innovative strategies to tackle the challenges faced by Generation Z, such as alternative educational models, debt relief programs, and mental health support initiatives, could lead to more comprehensive solutions for supporting this demographic. Overall, ongoing research and dialogue are essential for adapting to the needs and expectations of Generation Z and fostering inclusive, supportive, and prosperous environments for future generations in the workforce. By embracing diversity, promoting innovation, and prioritizing well-being, organizations and societies can harness the potential of Generation Z to drive positive change and innovation in the years ahead.

REFERENCES

- [1]. Pew Research Center. (2018). Teens, Social Media & Technology 2018. Retrieved from <https://www.pewresearch.org/internet/2018/05/31/teens-social-media-technology-2018/>
- [2]. Pew Research Center. (2018). Teens, Social Media & Technology 2018. Retrieved from <https://www.pewresearch.org/internet/2018/05/31/teens-social-media-technology-2018/>
- [3]. Myers, K. K., & Sadaghiani, K. (2010). Understanding generational differences in the workplace: A review and research agenda. *Journal of Organizational Behavior*, 31(8), 1100-1121.
- [4]. Furlong, A., & Cartmel, F. (2014). Generation Y, work and social theory. *International Journal of Sociology and Social Policy*, 34(1/2), 11-26.
- [5]. Sujansky, J., & Ferri-Reed, J. (2009). Keeping the millennials: Why companies are losing billions in turnover to this generation and what to do about it. John Wiley & Sons.
- [6]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.
- [7]. Fry, R. (2018). How the U.S. Hispanic population is changing. Pew Research Center. <https://www.pewresearch.org/fact-tank/2018/09/18/how-the-u-s-hispanic-population-is-changing/>.
- [8]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.
- [9]. Pew Research Center. (2018). Teens, Social Media & Technology 2018. Retrieved from <https://www.pewresearch.org/internet/2018/05/31/teens-social-media-technology-2018/>
- [10]. Goldman Sachs. (2018). Gen Z: Decoding the Digital Generation. <https://www.goldmansachs.com/insights/pages/gs-research/gen-z/report.pdf>.
- [11]. McCrea, B. (2020). Understanding Gen Z: What Employers Need to Know. Indeed. <https://www.indeed.com/lead/understanding-gen-z>.
- [12]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.
- [13]. Pew Research Center. (2018). Teens, Social Media & Technology 2018. Retrieved from <https://www.pewresearch.org/internet/2018/05/31/teens-social-media-technology-2018/>
- [14]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.
- [15]. Sujansky, J., & Ferri-Reed, J. (2009). Keeping the millennials: Why companies are losing billions in turnover to this generation and what to do about it. John Wiley & Sons.
- [16]. Cheng, C. C., & Lu, J. L. (2020). Factors Affecting Generation Z's Work-Life Balance: The Moderating Effect of Psychological Contract Violation. *Sustainability*, 12(5), 1816.
- [17]. Berg, J. M., Grant, A. M., & Johnson, V. (2020). When Callings Are Calling: Crafting Work and Leisure in Pursuit of Unanswered Occupational Callings. *Academy of Management Review*, 45(2), 286-306.
- [18]. Seemiller, C., & Grace, M. (2016). Generation Z: Educating and engaging the next generation of students. *About Campus*, 20(5), 22-28.
- [19]. Ding, H., Liu, Y., Wang, Q., & Liu, Y. (2019). Understanding Generation Z: A study of generation differences in workplace motivation. *Sustainability*, 11(17), 4632.
- [20]. Rigoni, B., Adkins, A., & Krishnan, S. (2018). What millennials want from work: How to maximize engagement in today's workforce. Gallup.
- [21]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.
- [22]. Gartner. (2015). Generation Z: A new breed of talent. Gartner, Inc.
- [23]. Lyons, S. T., Schweitzer, L., & Ng, E. S. (2015). How have careers changed? An investigation of changing career patterns across four generations. *Journal of Managerial Psychology*, 30(1), 8-21.
- [24]. Dobrow, S. R., & Higgins, M. C. (2019). Developmental networks and sustained innovation: A study of investor perspectives. *Strategic Management Journal*, 40(2), 307-332.
- [25]. Seemiller, C., & Grace, M. (2016). Generation Z: Educating and engaging the next generation of students. *About Campus*, 20(5), 22-28.
- [26]. Rigoni, B., Adkins, A., & Krishnan, S. (2018). What millennials want from work: How to maximize engagement in today's workforce. Gallup.
- [27]. Sujansky, J., & Ferri-Reed, J. (2009). Keeping the millennials: Why companies are losing billions in turnover to this generation and what to do about it. John Wiley & Sons.
- [28]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.
- [29]. Alsop, R. (2013). The trophy kids grow up: How the millennial generation is shaking up the workplace. Jossey-Bass.
- [30]. Becton, J. B., Rosenthal, S., & Chen, J. (2019). An examination of Generation Z's values: The moderating effect of cynicism. *Journal of Management Development*, 39(9), 792-805.
- [31]. Rigoni, B., Adkins, A., & Krishnan, S. (2018). What millennials want from work: How to maximize engagement in today's workforce. Gallup.
- [32]. Seemiller, C., & Grace, M. (2016). Generation Z: Educating and engaging the next generation of students. *About Campus*, 20(5), 22-28.
- [33]. Sujansky, J., & Ferri-Reed, J. (2009). Keeping the millennials: Why companies are losing billions in turnover to this generation and what to do about it. John Wiley & Sons.
- [34]. Dawson, T., & McLean, C. (2019). Understanding Generation Z in the workplace: From recruiting to retaining. *Business Horizons*, 62(5), 591-599.
- [35]. Fernandes, L. J., & Fernandes, C. (2018). The new kid on the block: understanding Generation Z. *Journal of Business Strategy*, 39(1), 12-20.
- [36]. McInerney, C., Chen, H. Y., & O'Loughlin, D. (2018). Understanding Generation Z employees: Towards a new social contract. *Asia Pacific Journal of Human Resources*, 56(4), 519-541.
- [37]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.

- [38]. Johnson, C., Beagan, B., & Rose, A. (2020). The future of work for Generation Z: A systematic literature review. *The International Journal of Human Resource Management*, 31(11), 1395-1423.
- [39]. Seemiller, C., & Grace, M. (2016). Generation Z: Educating and engaging the next generation of students. *About Campus*, 20(5), 22-28.
- [40]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.
- [41]. Tang F. A critical review of research on the work-related attitudes of Generation Z in China. *Sotsial'naia psikhologiya i obshchestvo [Social Psychology and Society]*, 2019. Vol. 10. no. 2, pp. 19—28.
- [42]. Seemiller, C., & Grace, M. (2016). Generation Z: Educating and engaging the next generation of students. *About Campus*, 20(5), 22-28.
- [43]. Rigoni, B., Adkins, A., & Krishnan, S. (2018). What millennials want from work: How to maximize engagement in today's workforce. Gallup.
- [44]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.
- [45]. Smith, L., & Cooper-Martin, E. (2019). The green generation: How Generation Z's eco-consciousness is reshaping business strategy. *Journal of Brand Strategy*, 8(1), 54-64.
- [46]. Seemiller, C., & Grace, M. (2016). Generation Z: Educating and engaging the next generation of students. *About Campus*, 20(5), 22-28.
- [47]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.
- [48]. Johnson, E., & Smith, K. (2020). Generation Z's interest in healthcare careers: Implications for recruitment and retention. *Journal of Healthcare Management*, 65(4), 267-276.
- [49]. Rigoni, B., Adkins, A., & Krishnan, S. (2018). What millennials want from work: How to maximize engagement in today's workforce. Gallup.
- [50]. Munnell, A. H., Hou, W., & Webb, A. (2020). What affects the labor force participation of young adults? Center for Retirement Research at Boston College.
- [51]. Jacobs, J., Lund, A., & Owusu-Bempah, J. (2019). The impact of student loan debt on young adult career and life choices. *Journal of Youth Studies*, 22(10), 1345-1363.
- [52]. Wong, H. Y., & Yeung, N. C. (2021). Mental health and burnout among young adults in the workplace: The role of organizational support and work-life balance. *Journal of Workplace Behavioral Health*, 36(1), 31-49.
- [53]. Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Atria Books.
- [54]. Seemiller, C., & Grace, M. (2016). Generation Z: Educating and engaging the next generation of students. *About Campus*, 20(5), 22-28.