



Generation Z Talent Management In Organisations: An HR Perspective

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Abstract:

There are numerous generations working together in every organisation, and Z is the newest generation to join it. Wong, K. (2020). According to numerous surveys and scholars, Generation Z is different in its attitudes as well as its work ethics, upbringing, and attitudes about entitlement and family.

By reviewing the existing literature on talent management of Gen Z as employees, this paper aims to reveal the thematic research trends on the subject. This research's contribution will provide a deeper comprehension and greater awareness of how Gen Z relates to the workforce and the workplace. The findings of this study offer a framework for understanding the most important issues that organisations face when attempting to successfully hire the generation just entering the workforce Gen Z's specially their relationship to the workforce and the workplace and talent management, skillset management and its importance.

The requirement to adapt not just for the newest generation but also for the talent management of the new generation which will lead to cohesion and cooperation between generations makes maintaining human resources management (HRM), as well as an efficient workflow and atmosphere in the workplace. The study will generate information that will support further research, help HRM better serve Gen Zers' demands, and add value to the business. As a result, the study's context is fully described, including Gen Z characteristics, what they expect from employers and jobs in general, as well as present HRM trends and organisational adaptation strategies. (Stern, P. J. (2002)) The idea that employees in companies that strongly emphasise talent management techniques are more involved in achieving high performance and are happier in their jobs is supported by a number of research and analyses in this sector. Additionally, these companies produce better financial returns.

This research paper explores the challenges and opportunities of talent management among Generation Z employees within organizations, with a specific focus on the perspective of Human Resources (HR) professionals. As Generation Z emerges as a significant segment of the workforce, HR departments must adapt their strategies to attract, engage, develop, and retain this generation of employees effectively. This paper delves into the unique characteristics, expectations, and preferences of Generation Z, providing insights into how HR can tailor their practices to align with the needs and aspirations of this cohort.

Keywords: Generation Z, Talent Management, HRM, Lifestyle, new line of employee

Introduction:

India, which boasts the second-fastest economic development in the world, has a large population of overspending young people. Now that Indian companies competes with multinationals, managing human resources is a very difficult task. In today's information economy, talent management has evolved into a contentious topic for businesses. Realising that an organization's talent pool is a determining factor in its success is essential. Most companies fight globally to retain talent. (David G Collings, K. M.) Because of this, talent management has drawn considerable attention and is currently used by businesses at every stage of the employee life cycle.

At the same time, it can be difficult to find and keep talented employees because there is a shortage of highly qualified individuals, Right fit for the job description. However, the concept of "talent" varies depending on the organisation, with some emphasising performance and others promoting leadership qualities. Industries have employed a variety of tactics to manage their current talent, including team building, training, and talent development. Wong, K. (2020) Talent management starts with the hiring process, then includes aligning the workforce with the business, providing training, and collecting ongoing feedback to improve either the individual or the organization's performance. The methods used in these areas alter as a result of how the word "talent" is used in various industries.

Any organization's most valuable asset is its people and maintaining that advantage over competitors requires effective people management. By 2025, workers referred to as Gen Z will comprise the next generation of workers. Every business needs to have the appropriate skills and procedures in place in order to draw in, nurture, and keep the brightest members of this generation (Kim and Yang, 2013).

Generation Z contribute tremendous talent, zeal, creative ideas, and diversity to the workplace. They understand technology and are at ease using it. However, workplace environments are not designed to accommodate employees' tastes and styles (Erickson, 2008).

The number of Gen Z workers in organisations will rise steadily over the next few years. Dealing with them is not like dealing with previous generations. The success of any business is increasingly dependent on talent management (TM),

particularly in light of the competitive labour market. To perform better than average, one must possess the greatest talent. In order to produce leaders of the future, Gen Y needs to pay particular attention to employee engagement (Phillip and Addicks, 2010).

An organization's current workforce, with its invaluable knowledge, skills, and competencies, is its "talent." (Kim and Yang, 2013).

"Talent management" refers to the continuous process of drawing in, hiring, evaluating, training, and efficiently employing talent to satisfy changing corporate needs. It is the procedure that assesses and contrasts the organization's present talent with its strategic business needs. It assists in creating and putting into practise relevant talent plans to address any talent surpluses or gaps. (Stern, P. J. (2002)).

Talent management is a key strategy for addressing many important HR issues and problems in the organisations, including the need for a diverse workforce at all levels, competitive labour markets, global competition, and rising retirement rates brought on by the ageing of the workforce. David G Collings, K. M. (2009)

As a result, talent management has elevated to a corporate priority for companies operating on a worldwide scale and hoping to thrive over the long haul in the global marketplace. A transparent and equitable talent management strategy is essential to fostering an environment where workers can advance their skills in anticipation of any future changes in business requirements, thereby preparing the workforce for role transitions.

The goal of this research is to comprehend various talent management tactics that Indian businesses are actively utilising to manage their talent in a proactive manner. Rising market competition and the easy access to qualified human resources were the two main contributors to the talent shortage in Indian firms. Kelly, K. (2014) However, businesses are putting more of an emphasis on proactive talent management since they believe that with this staff, their company will grow the fastest. Therefore, we concur with the study's main finding that proactive personnel management directly affects autonomous performance management activities.

The study's conclusions will be valuable to researchers and students of corporate management and human resources. Students would be reminded of the importance of proactive talent management for business managers, and the current literature on the subject's various facets would be improved. By providing their employees with adequate opportunities for advancement, businesses may improve their Talent Management systems and secure the success of their organisations.

"Career Opportunities" and "Managing Performance" were thought to be the two most significant engagement-boosting factors. The two most significant engagement threats were perceived to be "Managing Performance" and "Employer Reputation. (Jay Gilbert Issues: September / October 2011)

Literature Review:

A literature review is a critical analysis and synthesis of existing research and literature on a particular topic. It serves several purposes, including Understanding the State of Knowledge, Identifying Gaps and Trends, Building a Theoretical Framework, Supporting Research Design and Methodology.

2.1 Generations:

According to Ryder (1965), a generation is a collection of individuals of a similar age who experienced and live through similar historical events and whose life histories are from the same era. Future generations are anticipated groups that have similar birth years, places, ages, and significant events at crucial developmental stages (Kupperschmidt, 2000). Regarding their choices for their places of employment, two sets of academics characterize generations according to two distinct points of view. Each generation is distinct from the others, and one group identifies generation based on common age and historical events. These commonalities impact their preferences. (Zemk et al., 2000).

Generation Z is made up of people born between 1995 and 2010 in the period after the development of the World Wide Web phenomenon (Wood, 2013). Internet Generation or IGen (Dorsey, 2016), Post Millennials, Centennials (Dorsey, 2016), Digital Natives (Mohr & Mohr, 2017; Seemiller & Grace, 2016), Plurals, GenWii, Generation Text (Flippin, 2017). The adoption of such titles for Generation Z may be explained by the fact that this is the first generation to be born in an integrated and globally linked environment, where the Internet has always been there and is seen as a vital tool in daily life (Turner, 2015). Furthermore, the way Generation Z learns and performs as employees is impacted by a variety of factors.

2.2 Different generations at workplace:

In a typical workplace, there are several generations coexisting, each with its unique characteristics, work styles, and preferences. Elaine Farndale, H. S. (2010) Here are the key generational cohorts often found in the workplace:

1. Traditionalists (born before 1946):

Characteristics: Value hard work, discipline, and loyalty. Tend to prefer hierarchical structures and formal communication.

Work Style: Strong work ethic, disciplined, experienced.

Preferences: Face-to-face communication, stability, and job security.

2. Baby Boomers (born 1946-1964):

Characteristics: Driven, team-oriented, and loyal. Value job stability and respect traditional work hierarchies.

Work Style: Team-oriented, strong leadership skills, prefer in-person communication.

Preferences: Job security, career progression, face-to-face communication.

3. Generation X (born 1965-1980):

Characteristics: Independent, adaptable, and skeptical. Experienced the advent of technology in the workplace.

Work Style: Value work-life balance, entrepreneurial, comfortable with technology.

Preferences: Flexibility, work-life balance, feedback on performance.

4. Millennials or Generation Y (born 1981-1996):

Characteristics: Tech-savvy, collaborative, and seek purpose in their work. Embrace diversity and value experiences over possessions.

Work Style: Team-oriented, value feedback, comfortable with technology.

Preferences: Work flexibility, meaningful work, regular feedback.

5. Generation Z (born mid-1990s to early 2010s):

Characteristics: Digital natives, entrepreneurial, and socially conscious. Value diversity and expect technological fluency.

Work Style: Tech-savvy, independent, prefer digital communication.

Preferences: Flexibility, purpose-driven work, quick career progression

2.3 Traits and characteristics of Gen z employees

The introduction of Generation Z into the labour market involves applicants with distinct characteristics, whether we are talking about their skills and demands, employer expectations, or workplace conduct. Generation Z members are genuinely global citizens (Bolser & Gosciej, 2015). These people are distinguished by their adaptability and independence; they are more receptive to variety than earlier generations, learning to tolerate differences based on religion, socioeconomic class, colour, or ethnicity (Kapil & Roy, 2014). Generation Z members are pragmatic and hold the position of digital natives (Grow & Yang, 2018; Lanier, 2017). In comparison to earlier generations, representatives of Generation Z are more effective in overcoming hurdles connected to cultural differences in the working world (Bharat & Rajendra, 2018).

Generation Z, born roughly between the mid-1990s and early 2010s, has distinct traits and characteristics that set them apart in the workplace. Understanding these traits is crucial for employers and organizations to effectively attract, manage, and retain Gen Z employees. Here are some key traits and characteristics of Gen Z in the workplace by Bhatnagar, J. (2007) as follows:

Tech-Savvy & Digital Natives: Having grown up in a highly connected world, Gen Z is considered the first generation of true digital natives. They are comfortable using technology for various aspects of their personal and professional lives.

Entrepreneurial Spirit & Independent Thinkers: Gen Z tends to be entrepreneurial, valuing independence and self-direction. They may show a preference for projects that allow them to take initiative and contribute their ideas.

Purpose-Driven & Socially Conscious: Gen Z is often socially conscious and values organizations that prioritize social and environmental responsibility. They seek purpose and meaning in their work and are drawn to companies with a clear mission.

Diversity and Inclusion & Embracing Diversity: Gen Z places a high value on diversity and inclusion. They appreciate workplaces that celebrate differences and promote a sense of belonging for individuals of all backgrounds.

Multi-Tasking Abilities & Efficient Multi-Taskers: Growing up in a fast-paced, information-rich environment, Gen Z is adept at multitasking and handling multiple responsibilities simultaneously.

Instant Communication & Preference for Instant Communication: Gen Z often prefers instant and concise communication. Messaging apps and platforms are commonly used for quick and efficient communication.

Pragmatic and Realistic: Gen Z tends to be pragmatic and realistic about their career expectations. They are likely to seek job stability and financial security.

Flexible & Adaptable to Change: Having experienced rapid technological advancements, Gen Z is generally more adaptable to change and open to embracing new ways of working.

Global Perspective & Awareness: Gen Z has a global perspective, thanks to easy access to information about events and cultures worldwide. They may value global experiences and opportunities.

Value Work-Life Balance: Gen Z places a high value on work-life balance and seeks employers who offer flexible work arrangements.

Personal Branding: Focus on Personal Branding: Gen Z is conscious of personal branding, both online and offline. They may have a strong presence on social media platforms and value companies that align with their personal brand values.

Continuous Learners: Commitment to Learning: Gen Z values continuous learning and skill development. They are likely to seek employers who invest in training and provide opportunities for professional growth.

Understanding these traits helps organizations tailor their strategies to attract, engage, and retain Gen Z talent. Flexibility, purpose-driven initiatives, and a commitment to diversity and technology are key aspects that resonate well with this generation in the workplace. Kelly, K. (2014)

Gen Zers are regarded as being very ambitious and self-confident (Pataki-Bittó and Kapusy, 2021). They are also believed to be practical and to take whatever is offered to them (Scholz, 2019). Generation Z is more entrepreneurial than Generation Y (Magano et al., 2020). (Lanier, 2017). This generation appears to be driven by obtaining their ideal work and possibilities to enhance their abilities (Magano et al., 2020), leading to the assumption that they would change occupations more frequently than previous generations.

This generation has lived through a worldwide financial crisis, terrorist attacks, political instability, and a virtually irreversible climatic problem. At the same time, Generation Z has grown up in a more international society. All of these things have affected how Generation Z has shaped their personality, vision, and made them more adaptable to the global globe (Magano et al., 2020).

2.4 Importance of Talent management and TM strategies

Talent management (TM) is the process of drawing in, keeping, and developing talent so that businesses may strategically use it. (Cunningham, 2007). Companies are able to recruit, retain, and develop talent to meet present and future business needs by realising the value of talent management. It is challenging to come up with a single definition for TM because many people have given it diverse meanings(Heckman and Lewis, 2006). Talent is the culmination of an individual's aptitudes, including their knowledge, experience, innate ability, intelligence, character, drive, attitude, and judgement. The capacity to learn and develop is also a part of it (McKinsey, Michaels et al., 2001). Talent, according to McKinsey, is "the best and the brightest," and many companies have started using this term to describe their "A Level" workers, or individuals who rank in the top 10–20%.

The term "TM" draws attention to the strategic significance of HR operations, including as hiring, selection, and development. Talent has become increasingly important because to a number of factors, including digitization, personnel shortages, growth through acquisitions, simultaneous retrenchment and expansion, workforce demographic changes, and internationalisation (Boudreau and Ramstad, 2005). Businesses employ a range of tactics to draw in, retain, and even steal talent from rivals (Elegbe, 2016).

Talent management has shown to be an essential strategy for resolving a number of urgent HR issues and problems in businesses. These include the need for a diversified workforce at all levels, competitive labour markets, global competition, corporate agility, and increased retirement rates brought on by the ageing of the workforce. (David M. Gichuhi, R. W. 2014)

Research Methodology:

The systematic process used to gather, examine, and evaluate data for a qualitative study is referred to as research methodology in this context. Understanding the meanings, experiences, and viewpoints of people or groups within a particular setting is the goal of qualitative research. There are various reasons why qualitative research is preferred, including its distinct benefits and is very suitable to handle certain research problems and circumstances.

In order to compose your own research paper, researchers have the strategy of reading other research papers. 22 research papers, 4 articles, and a few online journals from 2006 to 2023 were examined. carried out a thorough literature study to find previous studies on the subject. To find pertinent research articles, use libraries, academic databases, and internet resources.

Selected a few research publications with care that are pertinent to the subject and our planned research questions and offer insightful information, useful techniques, or research-relevant discoveries.

To gain an overview of the selected papers' substance, start by quickly glancing through them. Read the headings, subheadings, conclusion, introduction, figures, and tables. This will assist you in determining if the article is pertinent to your investigation. Analyse each paper's advantages and disadvantages critically. Take into account elements such sample size, data analysis techniques, validity of the results reached, and the calibre of the research design.

Made a note of any inconsistencies or holes in the literature that the paper may address. Finding these gaps has assisted in situating added to our own research paper the knowledge and conclusions that had gained from reading the research papers. Make use of these resources to lay the groundwork for our research, offer context, and bolster our claims.

Researchers select qualitative methods because they are useful for investigating intricate phenomena, thorough comprehension of viewpoints and experiences. The focus of qualitative research is on comprehending phenomena in their natural environments.

Research limitations/implications:

Further research is needed to ascertain whether variations in the valuation of motivating sources may also be impacted by a group's age or status. Subsequent studies could expand on the authors' main focus to include more organisational outcomes, various geographic locations, and/or the nation's economic development as a new variable. More research is

also required to help businesses redesign work tasks in light of the current state of uncertainty and the increasingly competitive, global environment such as the development of artificial intelligence and human factor.(Fobers,2022) National cultures also play a role in the generational motivational differences among employees-suited to handle specific scenarios and research questions.

Findings & Discussion:

For efficient and effective management and engagement of this new generation Gen Z these two factors need to be managed : "Career Opportunities" and "Managing Performance." Elaine Farndale, H. S. (2010). Employee engagement is a crucial aspect of organizational success, and these factors play a significant role in shaping the engagement levels of employees.

Career Opportunities:

- Employees often seek growth and development opportunities within an organization. If they perceive that there are clear paths for advancement, skill development, and career progression, they are likely to be more engaged.
- Providing training programs, mentorship, and a transparent career development framework can contribute to employees feeling that their long-term career goals align with the organization's objectives.

Managing Performance:

- Effective performance management is essential for employee engagement. Employees want to understand how their work contributes to the overall success of the organization.
- Regular feedback, performance evaluations, and clear communication about expectations help employees understand their strengths and areas for improvement. Recognition for a job well done can also boost engagement.

Both factors are interconnected, as career opportunities often arise from effective performance management. David G Collings, K. M. (2009) .Employees who feel that their contributions are recognized and valued are more likely to be motivated to pursue advancement within the organization. To enhance these engagement-boosting factors, organizations can consider the following:

- **Clear Communication:** Transparent communication about career paths, performance expectations, and organizational goals is crucial.
- **Training and Development Programs:** Invest in training programs to upskill employees and provide them with the tools they need to advance in their careers.
- **Performance Recognition:** Recognize and reward employees for their contributions. This can be done through formal recognition programs, promotions, or even a simple acknowledgment of a job well done.
- **Feedback Mechanisms:** Establish regular feedback mechanisms, both formal and informal, to ensure employees are aware of their performance and have opportunities for improvement. Gen Z employees appreciate regular feedback and recognition for their contributions. Implementing performance feedback mechanisms and acknowledging achievements can contribute to their engagement.
- **Employee Involvement:** Involve employees in decision-making processes and give them a sense of ownership in their career paths.
- **Flexible Work Arrangements:** Generation Z values flexibility in work arrangements. Offering options such as remote work, flexible hours, and alternative work schedules can be attractive to this generation.
- **Tech-Savvy Work Environment:** Generation Z has grown up in a digital era, and they are accustomed to using technology for various aspects of their lives. Organizations need to provide a tech-savvy work environment with up-to-date tools and platforms. Businesses need to integrate technology into their operations and customer experiences. This includes adopting e-commerce platforms, leveraging data analytics, and exploring innovative technologies.
- **Diversity and Inclusion:** This generation tends to be socially conscious and values diversity and inclusion. HR strategies should focus on creating a diverse and inclusive workplace that fosters a sense of belonging for all employees.
- **Adaptable Leadership Styles:** HR professionals should encourage leadership styles that are adaptable and open to feedback. Gen Z employees appreciate leaders who are approachable and supportive.
- **Technology-Driven Recruitment:** Use technology-driven recruitment strategies to attract Gen Z talent. Leverage social media platforms, interactive recruitment tools, and innovative digital communication methods to connect with potential candidates.
- **Work-Life Balance:** Striking a balance between work and personal life is crucial for Gen Z. HR policies should support a healthy work-life balance, promoting employee well-being and preventing burnout.
- **Employee Involvement:** Gen Z values being involved in decision-making processes. HR can create opportunities for employee participation in projects, committees, and organizational initiatives.
- **Agile HR Policies:** Adopt agile HR policies that can adapt to the changing needs and preferences of Generation Z. Regularly assess and update HR practices to align with the evolving expectations of this demographic.

Continuous Learning Opportunities: This generation is known for its desire for continuous learning and skill development. Organizations should invest in training programs, mentorship, and opportunities for professional growth to keep Gen Z employees engaged.

Meaningful Work and Social Impact: Generation Z often seeks meaning and purpose in their work. HR practices should emphasize the organization's values, mission, and social responsibility initiatives to attract and retain Gen Z talent.

Focus on Sustainability: Companies can incorporate sustainable practices into their operations and products to align with the values of Generation Z. This may involve reducing environmental impact, supporting social causes, and promoting ethical business practices.

Flexible Work Policies: Organizations should consider offering flexible work arrangements and creating inclusive work environments that cater to the preferences of Generation Z regarding work-life balance and diverse workplaces.

Continuous Innovation: Businesses should prioritize innovation to stay relevant in rapidly evolving markets. This involves regularly assessing industry trends, investing in research and development, and being open to adopting new business models.

By focusing on these aspects, organizations can create a positive work environment that raises employee engagement and satisfaction.

The entry of Generation Z into the workforce indeed has the potential to significantly impact various sectors and businesses. Chris Ashton, L. M. (2005) This impact can be attributed to the unique characteristics, preferences, and values of Generation Z, which may differ from those of previous generations. Here are some ways in which the rise of Generation Z could influence sectors and businesses:

Rise of New Technologies and Industries:

1. **Tech-Driven Innovation:** Generation Z is often considered the first generation to grow up with easy access to technology from an early age. This may lead to increased demand for tech-driven innovations, contributing to the rise of industries related to artificial intelligence, virtual reality, augmented reality, and other emerging technologies.
2. **E-commerce and Digital Services:** With a strong preference for online interactions and digital experiences, Generation Z may further propel the growth of e-commerce, digital services, and online platforms. Businesses that adapt and excel in the digital realm may thrive.
3. **Sustainability and Social Impact:** Generation Z is known for its emphasis on sustainability and social responsibility. This may lead to a rise in industries focused on environmentally friendly practices, sustainable products, and socially responsible business models.

Demise of Traditional Business Models:

1. **Brick-and-Mortar Retail:** As Generation Z tends to prefer online shopping and digital experiences, traditional brick-and-mortar retail businesses may face challenges. Retailers will need to adapt by enhancing their online presence and incorporating technology into the shopping experience.
2. **Legacy Industries without Innovation:** Industries that resist technological advancements and fail to adapt to changing consumer preferences may struggle. For example, businesses that do not embrace e-commerce or incorporate sustainable practices might face challenges in attracting Generation Z customers.
3. **Outdated Work Cultures:** Companies with rigid and outdated work cultures that do not align with the preferences of Generation Z in terms of flexibility, diversity, and work-life balance may find it challenging to attract and retain talent.

In due course, Gen Zers will become a prominent and instantaneous part of the global landscape. It is reasonable to conclude that Gen Z is a risk-averse, pragmatic, non-entrepreneurial generation motivated by employment stability because they were born during and raised throughout the Great Recession. Upon examining their approaches to work, core beliefs, character and conduct, background, and stance on diversity, a more nuanced picture emerged. While salary is still a major factor in job selection, Generation Z is less concerned with salary than any other generation. Ozcelik, G. (2015). When it came to deciding between a more lucrative but less interesting career and one that was more fascinating but paid less, Gen Z was virtually evenly split. Employers and businesses must stress their efforts to if they hope to win over Generation Z, they must be moral global citizens. David G Collings, K. M. (2009). Additionally, as actions speak louder than words, companies must demonstrate their commitment to tackling a larger range of societal concerns, such as sustainability, hunger, and climate change.

In the future, jobs we must consider how "work" itself is changing and evolving as we gain insights from the preferences and behaviours of the newest generation to enter the workforce. These forces of change have given rise to new realities that raise difficult concerns for us to think about, such as the morality of collaborating between humans and machines, how to plan for careers that last 50–60 years, and how to liberate organisations by utilising a range of talent sources.

The workforce of the future will require a resurgence of the Renaissance man—that is, an individual possessing a wide range of skills, passions, and expertise. A combination of four essential work abilities will be needed:

- technological know-how and digital tools
- At ease with data and analytics
- Skills in business management
- Creative and artistic abilities

Impact on Employees:

We believe that Gen Z will be able to request more customization as they advance in their careers. A shift in perspective will be necessary for organisations to draw in and keep the finest and brightest of the next generation. (Elaine Farndale, H. S. (2010))

Employers who want to draw in Generation Z must be prepared to evolve at a pace that keeps up with the outside world. This entails creating effective leadership and training programmes with a genuine, palpable focus on diversity.

Create a great personnel profile, implement internal apprenticeship programmes, or hire bright, skilled individuals and place them in appropriate roles inside the company. Kelly, K. (2014). To increase the number of female applicants applying for IT jobs, think about collaborating with universities to hire exceptional female talent.

Provide a variety of employment styles and nested career trajectories. Create internal markets to link skill sets needed for projects with available workers. Make use of Gen X, Gen Y, and Boomer experience to guide Gen Z towards becoming capable leaders. Make plans based on your company's reputation and the desirability of the industry you are in.

Conclusions:

In conclusion, the study on Generation Z talent management in organizations from an HR perspective underscores the critical need for businesses to adapt their strategies to effectively attract, engage, and retain this unique demographic cohort. As the first generation to grow up in the digital age, Generation Z brings a set of distinct characteristics, preferences, and expectations to the workplace. HR professionals play a pivotal role in crafting talent management strategies that align with these attributes to foster a thriving, innovative, and inclusive organizational culture.

The research has highlighted key areas for consideration in Generation Z talent management, such as the importance of technological integration, flexible work arrangements, and continuous learning opportunities. Organizations must recognize and leverage the diverse skill sets and perspectives of Generation Z employees to drive creativity and productivity. Moreover, the study emphasizes the significance of transparent communication and purpose-driven initiatives to align with the values that resonate with this generation. K. Janardhanam, N. M. (2011)

Talent management will be successful if a robust organizational framework is in place. Because superior personnel may influence the future of company, organizations must prioritise talent management. When a business properly implements talent management techniques, it increases employee engagement, which in turn helps to improve organizational performance. The higher the level of employee involvement, the better the level of productivity. The purpose of this research is to determine the link between talent management and organizational performance. This study is founded on empirical research findings derived from literature reviews conducted in this field. This empirical study report will help human resource managers construct a better understanding of newer generation. Ozelik, G. (2015).

In summary, the rise of Generation Z is likely to bring both opportunities and challenges for businesses. Companies that understand and adapt to the values and preferences of this generation will be better positioned to thrive in the evolving business landscape.

As businesses navigate the evolving landscape of the workforce, embracing a holistic approach that combines technology, mentorship programs, and personalized career development plans will be essential for effectively managing and maximizing the potential of Generation Z talent. By doing so, organizations can position themselves as employers of choice, fostering a dynamic and resilient workforce that is prepared to meet the challenges of the future. In essence, the findings underscore the need for organizations to view Generation Z not just as employees but as valuable contributors whose unique perspectives can drive innovation and success in the rapidly changing global business environment.

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