



Choice Versus Priority Crises of Gen Z

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Abstract : *What to select, why and where to select it from and deciding to go with what the mind and heart tell is what is sought by the Gen Zs across the country, but not without confrontations. Even a simple situational difference like the Gen Zs from the class one cities, and tier two or three cities, differ in the mode of thinking in terms of their own. Generation Z is very optimistic about freedom of speech and expression of ideas and cutting across the line to speak to anyone. Their thinking in terms of work or career or any topic for that matter, they are always ahead and free to express what they know and what they want to know. This exploratory review of the literature to know more about how the crises of priority versus the choice of Gen Zs get resolved is what this article will try to elicit.*

Key Words : Gen Z, Priority, Crises, Choice, Employee, Engagement

I. INTRODUCTION

Handling the choice crises for the Gen Zs (Palfrey, John; Gasser, Urs et al., 2008)) and handling the priority crises by the organisation as to where to start or end to engage Gen Zs is now taking its toll on the retention crises in many of the organisations. The recent great resignation happening across the world and one CEO of a company sacking thousands of employees through one zoom meeting are not new in the HR strategy trajectories (Arum, Richard; Roksa, Josipa 2011).



Fig:1: Turnover challenges for the HR across the world: Source: Mckinsey & Company.Used for academic clarity and supportive evidence of happening across the world

The permutations and combinations versus the imitations flowing in from various parts of the globe to the Gen Zs who are sharp and prudent in making their priorities stronger, (McCrindle, Mark; Wolfinger, Emily 2014), as well as the stand they take, make many of the organisations, especially the HR professionals confused as to what is best of the choices the Gen Z will have, and how to prioritise them inside the organisation to motivate and elevate their work performance is what this article tries to identify(Combi, Chloe (2015). The recent incidents of mass resignation across the world including India post the pandemic is sending shock waves to many of the HR strategists, as where the priorities of the Gen Zs are shifting to, and even the choices they make is paradoxical when the statistics related to retention among all sections of employees vs the employers concerned(Greenspan, Louise; Deardorff, Julianna 2015).

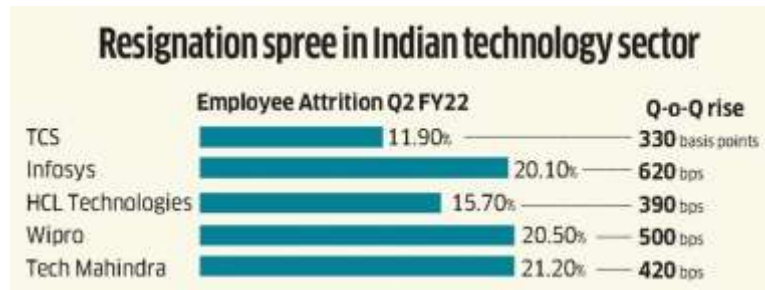


Fig: 2: The Indian Scenario of Resignation Express in recent times: Source Mckinsey & Company. Used for conceptual clarity and academic understanding only

After the decision of choice is done, still at large on the clarity of the choice made, and yet plummet into the crises of choices is what is this article is dealing about(June, Sophia July 10, 2021). What to select, why and where to select it from and deciding to go with what the mind and heart tell is what is sought by the Gen Zs across the country, but not without confrontations. The Gen Zs from the class one cities and tier two or three cities differ in their mode of thinking in terms of their own(Twenge, Jean 2017). Gen Z in the high-class cities differs from the tier two and three cities in India, due to culture, values, norms, exposure, opportunity and the practice of beginning to feel that they are liberated and reliant on personal thought (Strauss, Valerie 2019). The values that they nurture and carry forward differ from person to person and it acts as a powerful stimulus anchor to make Gen Z act in certain ways. The above factor called value creates boundaries inside the Gen Zs and make them feel the heat of heightened confusion since the motives and behaviours are meant to navigate Gen Z in the areas of relationship with parents, society and their peers as well.

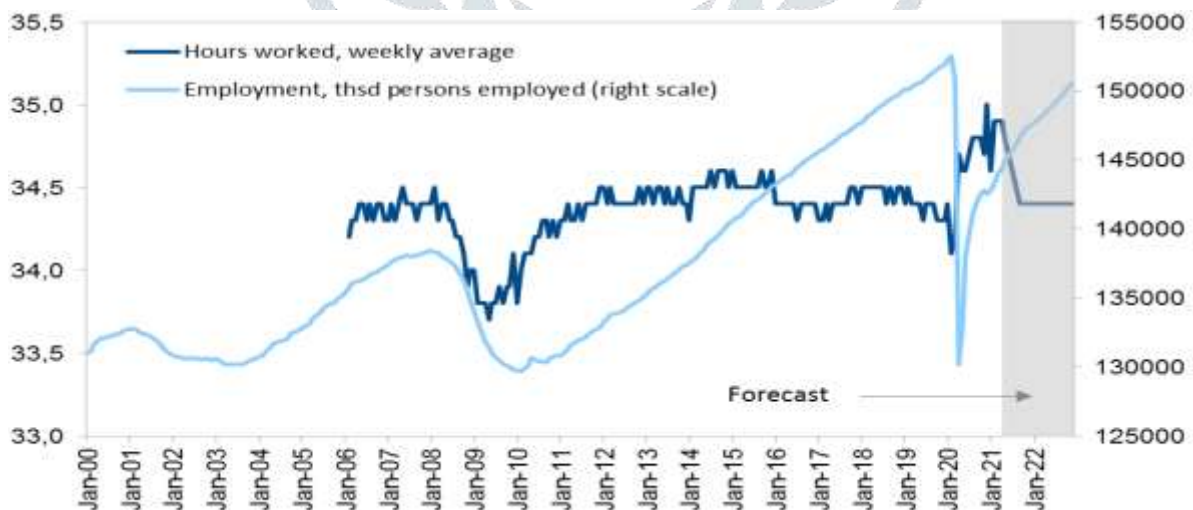


Fig:3: cascading effect of working hours and employment which is not on the advantageous side of the employer and more employee-centric in certain sectors. Source: Mckinsey & Company. Used for clarity of the concept and academic understanding only. The evolution of filtered Choices for Gen Zs

Traditional courses for career or higher education have not lost their sheen in the minds of Gen Z since engineering or medicine or business studies still dominates their choices that are filtered after all social media influence tolls.

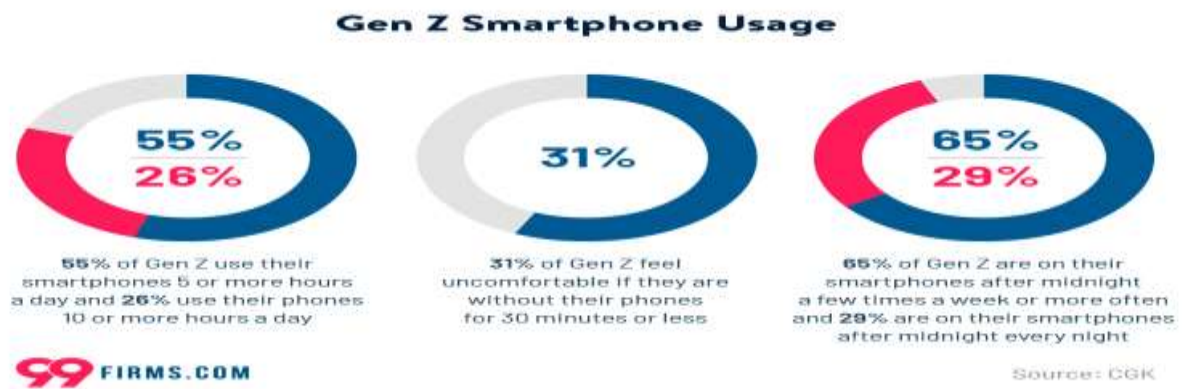


Fig:4: The most powerful influencer on setting the choice priorities for Gen Z: Source: 99firms.com. Used for conceptual clarity and academic purpose only.

While on the flip side Gen Z are very vocal even in India as what they want from their career, since most of the sought-after courses are still meant to be the traditional ones, and these are of high value and not because they are low-risk, but a great reputation booster for the Gen Z and their families.

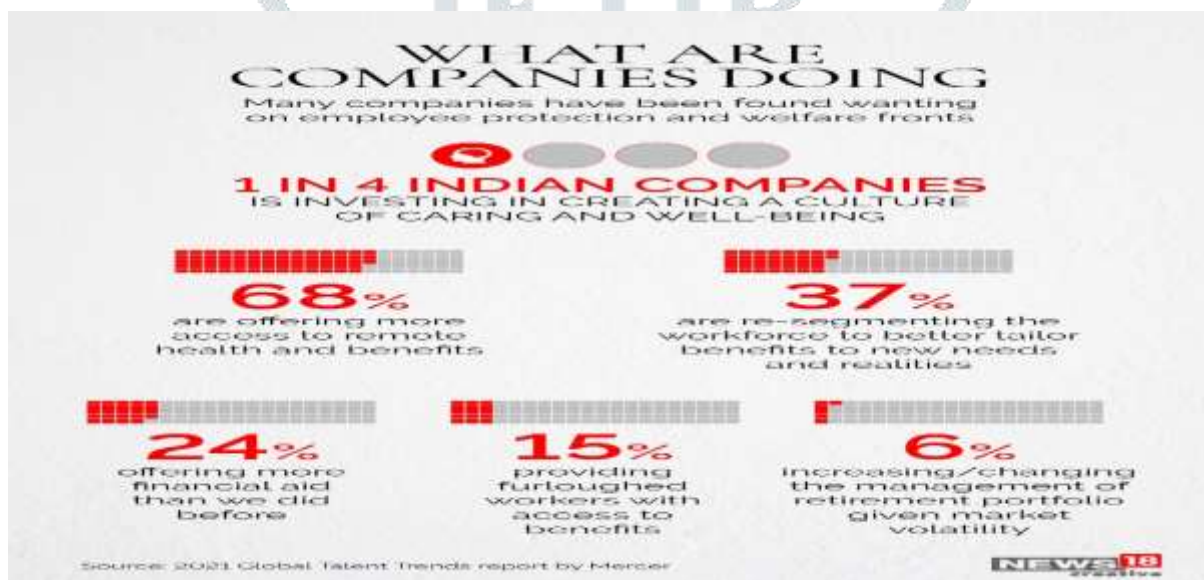


Fig: 5: Conceptualising the initiatives of Indian Companies to react to the situations of talent retention and its related problems: Source: News18.com. Used for academic concept clarity only

Anything well begun is half done, and understanding Gen Z takes precedence over why we need clear understanding. Every organisation needs to have a very clear understanding of what are the unique Gen Z characteristics depicted to the organisation, and how they differ from previous generations, as well as how the organisation needs to understand them to respond accordingly.

Generation	Born year range	Dominant behavioural characteristic
Traditionalists	1900 – 1945	Loyal and discipline
Baby Boomers	1946 – 1964	Responsible, strong work ethics
Generation X	1965 – 1980	Independent thinkers, efficient
Generation Y	1981 – 1994	More social, confident, less independent
Generation Z	1995 – 2012	Poor communication skills, extensively engaged to technology

Source: MacKenzie, & McGuire, (2016), Glass, (2007) and Wiedmer, (2015).

Fig: 6: Common Characteristics of the present to previous generations found in the present organisations. Source: Mackenzie & McGuire

- They are in the age group of 24 plus.
- They value education more than the previous generations.
- They are the most diverse and yet very inclusive.
- They are digital natives and tech-savvy.
- They are fond of higher education and growth from it and will continue to go for higher education than the previous generations.

Methodology: Meta analytical with the supportive review of related literature

Nature of Data Used: Secondary and Third Party Sources

Objectives :

- *To evaluate the choices versus priority confusion prevailing in the mind of Gen Z*
- *To examine the status quo of interventions of HR priorities versus the choices of Gen Z in the area of workplace transition.*
- *To have a broader outlook on the choices and preferences that goes cross-examined with Gen Z and the modern organisations.*
- *To suggest from various research evidence possible solutions that could enable for strategic intent of the HR in new age organisations.*

Learning and reviews were done based on the objectives of the study

Understanding Gen Z expectations is the key: Expectations from Gen Z on the employers are endless and it is ever-growing. Modern organisations are to prioritise the following factors while drawing out a work culture that shall include their indigenous guidelines. Keeping Gen Z amidst the other generation of workers is seemingly tougher for HR than the previous generations.

- *They are otherwise called as iGens since they were born after the technology flourished.*
- *They demand a technological environment for any area of work they undertake.*
- *A very broad and inclusive mindset to learn more from others.*
- *Always ready and open to new challenges.*
- *Intensively high level of willingness to embrace technology to the highest possible extent.*
- *Consistent in looking out for adopting new technology.*
- *Higher expectations on the career.*

Seeking freedom and having space to accept their thoughts

Generation Z is very optimistic about freedom of speech and expression of ideas and cutting across the line to speak to anyone. Their thinking in terms of work or career or any topic for that matter, they are always ahead and free to express what they know and what they want to know.



Fig:7: Influencers of culture that the Gen Zs have adopted in recent times: Source: www.infographics did for conceptual clarity and academic understanding

Let us learn from various research reports/reviews of the literature on the Gen Z outlook towards life and career with the predominant behaviour specific issues about them in India.

- They can be characterised by stereotypical characteristics as well as hyper-progressive individuals because they were born during the political power swift.
- They are racially and ethnically diverse from the previous generations.
- They love to access a variety of digital platforms including various platforms of social media, where the majority of Gen Z spends time.
- Increased social media attention increases their power of expression and the thought of freedom to express more than any other previous generations.
- Gen Z is adept at the Indian ethos as well as the collectivist values that are predominant in the generation.
- Gen Z also knows the art of accepting the globalised as well as the individualised forces.
- The Gen Z of the economically well off families in India are generally WEIRD (Western, Educated, Industrialised, Rich and Democratised) in their approach and behaviour in general towards life and towards society in general.
- Gen Z born and brought up in the second and third-tier cities have a different outlook towards life that is visibly predominant in their self-expression, and always confine to selective biases grew up inside them about the society as well as learn the art of handling the two opposing forces of influence that make them emotionally stronger.

Choice Crises for the India Gen Z and the world over

The Indian Gen Z is almost on similar lines with Gen Z of global levels since they are on the same pattern of thinking as well as on the outlook of life.

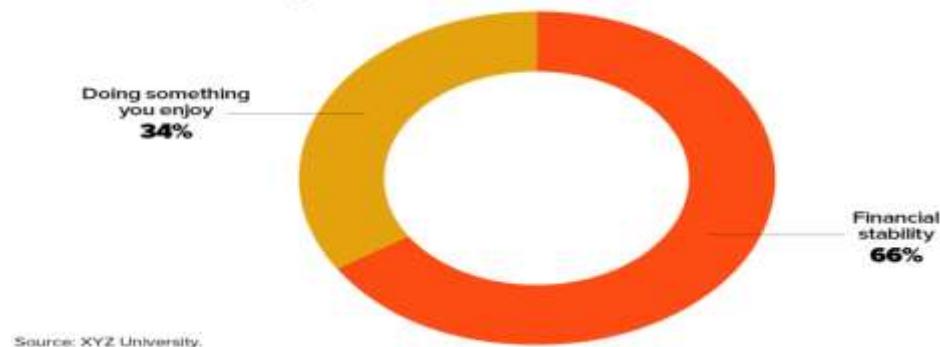
Which is most important to Gen Z?

Fig:8: A sample study result of what the Gen Z values or gives importance to is depicted for conceptual clarity from a secondary data source: XYZ University and www.infographics.com

The conformity amidst all Gen Z is horizontal, and their defiance towards many aspects of life is vertical.

- *Defiance vertically, on the desire or natural reasons to reject parental and social values existing now, including the values of appearance of a person.*
- *Gender expression is very important for them.*
- *They are against racism.*
- *They dislike caste-based discrimination.*
- *They get stressed faster. (The Economist. 2019)*

They desire to be remembered as a more norm-divergent and open-minded or broad-minded generation. The divergence in behaviour is getting quite normal and Gen Z is utilising these circumstances to get these divergences into the new social norm. The tendency of Gen Z to get accepted by their peers are getting prominent for the reasons like evolving into a position where they can express their self-identities so that they are accepted and secondly to develop relationships through networking to wriggle out from their isolation trauma due to various reasons how they get predominantly isolated for various reasons, like the recent pandemic. Hence usually Gen Z is very vocal as well as expressive of their moods like sadness, stress, anxiety or depression including any mental fog that happens to them at work or otherwise(Frey, Angelica 2020). A U.S. Research study confirms that Gen Z stands as the most depressed generation and also it is similar across the world, including the findings that Gen Zers are longing to find their peers or clans whom they relate with so that their self-esteem goes up due to the relationships they can develop. Hence all of the above have contributed to the Choice Crisis for the entire Gen Zers(Amelia Hall 2020). Gen Z feels uncertain about many aspects of life and their regular interaction through the world wide web have brought in their ideologies towards capitalism which dictates terms for the living standards now, and Gen Zers. The options to choose from is hitting high in the sky and the opportunities flooding in leaps and bounds with social media invasion carrying opinions and colours of fortune in choosing from them is leading to greater confusion and hence the choice crisis is deepening in the Gen Zers. The unlimited choice crisis is leading to behavioural problems, since every act on the situation or decision to do or act or not to act is giving a great level of confusing permutations in their actions, especially in the areas of education and career(Kashi, Anita Rao 2020).

Handling the choice crisis

What to select, why and where to select it from and deciding to go with what the mind and heart tell is what is sought by the Gen Zers across the country, but not without confrontations. The Gen Zs from the class one cities and tier two or three cities differ in their mode of thinking in terms of their own. Gen Z in the high-class cities differs from the tier two and three cities in India, due to culture, values, norms, exposure, opportunity and the practice of beginning to feel that they are liberated and reliant on personal thought. The values that they nurture and carry forward differ from person to person and it acts as a powerful stimulus anchor to make Gen Z act in certain ways(Corr, Julieanne 2021). The above factor called value creates boundaries inside the Gen Zers and make them feel the heat of heightened confusion since the motives and

behaviours are meant to navigate the Gen z in the areas of relationship with parents, society and their peers as well(Jacobs, Bel 2020).

How Gen Zs filters their choice vs priorities

Traditional courses for career or higher education have not lost their sheen in the minds of Gen Z since engineering or medicine or business studies still dominates their choices that are filtered after all social media influence tolls (Low, Elaine 2020). While on the flip side Gen Z are very vocal even in India as what they want from their career, since most of the sought after courses are still meant to be the traditional ones, and these are of high value and not because they are low-risk, but a great reputation booster for the Gen Z and their families. For **example how Gen Z choose their hobbies and interests**(Anderson, Porter 2017). Gen Z is very eager to experiment self in the areas of interest and never stick to the traditional bounds that are much more about realms that are boundaries set by the cultural norms.

Sample Indian Gen Zs priority list on the liberating of self

Indian norms, cultural parameters while growing in India, and the exposure to the western liberalisation from social media, is putting the Gen Z in India to get sandwiched(Shapiro, Jordan (2018). Presently, the rigid gender norms of the country do allow progressive gender expression although not a liberal fluent expression from both the genders, but the Gen Z men and women are expressive through the social media platforms by way of expressing their photo visuals as well as responding to the situations in the social media platforms. Gen Z men post their photos of travel, culture, dress and other important occasions that are celebrated to bolster their self-confidence, while the Gen Z women have gone ahead to post their photos to even showcase their special talents, express their feelings and choices as well as respond to social issues in a very big way brings out the appeal for broader outlook towards society is already in the offing for the Gen Z. Issues of very personal nature including anxiety or stress are expressed freely by the Gen Z across the world and in particular the west, and in India to a certain extent in tier I cities, and while the Tier II and Tier III, the reluctance to vouch for their opinion on these matters that puts them often in stress, even though they can express through social media. In the case of Gen Z men, they are slowly getting expressive without inhibitions in many areas including while expressing socio-political personal views.

The myths and realities of Gen Z mental health versus isolation

Gen Zers are very vocal about their mental health problems and its consequence of being isolated in and around the world, while it is still gaining traction in India, though not very poor. Society especially the marketers of the products across the world are targeting Gen Z with a unique approach like:

- a. Changing from Single channel approach to multichannel approach
- b. Working out opportunities for creating room for self-expression of the customers
- c. Creating a sense of belonging (creating like-minded self-expression)
- d. Encouraging ethical consumption through brand building

Corporations have started to realise that Gen Z is powerfully and yet dynamically evolving in all areas of life, the corporate that hires Gen Z needs to be dynamic in their approach towards them.

The corporate strategic intent for Gen Z could be like the following

Challenges against Corporate Strategies for Accommodating Divergent Thinking and Freedom of Expression

The major challenge about the organisation accommodating the expectations of Gen Z stems from the most sought-after policy by the present Gen Z. The organisations now need to learn to cope with the expression about what they feel and the freedom to put forward their thoughts. Some of the recent research on the Gen Z behaviour reveals about the freedom of thoughts by the Gen Z in the organisations are like, how and what they seek are:

- Gen Z is constantly flooded with instant messages/details about the development across the world, hence their ideas too are huge and varied, and they look forward to utilising the same in the organisations.

- They point out anything they want to without any reservation.
- Gen Z carries a different perspective against what was in the past and what it is in store than what is bound to happen.
- Gen Z is outspoken about their views on everything they come across.
- Gen Z is keen to suggest better methods for the organisation to excel in the long run and make the company stay competitive.
- Gen Z is proving to the box thinkers and doers in the areas of routine work including any task that can be done creatively.

In a real scenario, quite a large number of employers fail to acknowledge. Hence the organisations are now required to come out of traditional systemic organisation protocols to utilise the high-level enthusiasm for expressing their talents in the respective fields they have chosen, which can take a positive turn towards a better HR climate in the organisation.

Passion towards working from remote and anywhere

The work from any location or remote working now stands on the topmost priority list post-pandemic all over the world and the brick-and-mortar offices are getting to become a thing of the past. The 9 to 5 traditional working inside four walls or state of the art air-conditioned cabins are not taken seriously by the younger generation. Gen Z is concerned about their values and personal life, and it includes professional life. Flexitime is the only option on the cards for Gen Z and they are authentic to get this option with sacrifice in their salaries too. Flexitime is very advantageous for them with the advent of cloud supported modern state of the art technical feasibility to provide solutions to problems in the areas of work.

Engagement in work than sticking to traditional schedule work time:

Gen Z is very sharp in deciding what kind of work they like including projects and how to do as well as the way it is to be completed is to be decided at their end. In short, they value giving the expected outcome and also are keen to get the desired results in the areas of work they chose. The expectation of freedom of choice of work or projects that they like to learn and develop whereby their skills and careers grow is on priority always. If any projects give ample scope to learn, the Gen Z are the volunteers to take it upfront and experiment. Hence engaging Gen Z meaningfully will enhance positive work culture in the organisation.

Gen Z expects Modern, Transparent and Flexible work culture

Gen Z is very speculative on certain important factors relating to the work culture. They expect the organisation to be very transparent, and modern in its approach to the work culture and its related issues. Gen Z expects that the organisation process needs to have genuine validation and they crave that everything that is shown or set as a system needs to be transparent, or else they are not interested to spend their time here. They believe a transparent organisation would allow them to take the right direction towards the destiny that they can move forward. They feel excellent levels of transparency boosts their productivity.

High level of eagerness to learn and develop in their chosen career

Gen Z understands that the scope of learning and development in the technological era is very high and hence they keep their expectation towards learning and development very high. They like to work for organisations if they can sense the scope of pursuing what they dream for and if there are fair chances provided by the organisations to learn and grow further. Gen Z is always curious and they try to put up their alternative thinking towards their new learnings. Gen Z by doing this are always on the lookout for better opportunities.

Hence, they stick to the organisation that can provide them with the facilitating factors that support their learning, growth and development. All they expect is continuous upskilling in their career.

Access to state-of-the-art technologies and opportunity to upgrade through training on new areas

Automation is the critical factor here. Gen Z is the most sophisticated digital natives, and are that generation who were born after the I pad was invented and hence their nature of work goes that way. The productive if required to be optimal, needs to be directly related to technology, and if the right technology is in place, Gen Z will figure out faster solutions and will be the most productive generation in the era of technology today. Engaging the Gen Z with optimal productivity is feasible for the organisations if the Gen Z are:

- Provided with desired tools of technology that makes their work easier and more modern.
- Remove the traditional system of work wherever necessary for optimality in the outcome, where Gen Z turns out to be optimistic.
- Providing adequate tools and technologies utilised in the job and keeping supporting factors at their disposal.
- Technological functionalities become easier with the implementation of new technologies since optimising the overall performance is easier since the positivity in the organisation shall improve upon.
- The expertise at ever-changing technological work scenarios is next to impossible, but Gen Z is capable to adapt to the requirements.

Optimal outcome and improvisation of overall organisational efficacy shall be made smoother with supportive facilitating factors of technological aids to the Gen Z is, in fact, the order of the day in many of the organisations.

Reducing Bureaucracy and improvising democracy at work:

While rule-breaking is not a new organisational or social behaviour, the expressiveness and optimism in the decision-making capability in the present generations are seemingly looked upon on the Gen Z as violators of rules. While the research tells that rule-breaking is done or sought for seeking freedom to work in their terms. The obvious tangible effect on the above is visible to the management due to the following factors:

- Gen Zers highly disregard any kind of action taken to control their thoughts.
- Gen Z values their freedom more than anything else and is not ready to compromise that for anything.
- Gen Z never takes the consequence of administrative action seriously in the form of any kind of punitive action or otherwise and are ready to go in the flow they are in.
- Gen Z is ready to switch jobs at any point time in their life and are open to it saying that he or she is ready to move on, no matter how it is taken by the organisation.
- Setting up a constructive feedback mechanism shall do greater good than investing in any other motivational activities that are generic.

Thinking alternatively to do anything or perform to the requirements are the priorities now for the organisation that tries to accommodate Gen Zs. The individuals belonging to Generation Z are always involved in various social activities more than anyone else. They are the new advocates of change worldwide, and they like to associate themselves with organizations that address various issues in their way. This could be like reducing carbon footprint in the workplace or uplifting the underprivileged by encouraging the employees to take up voluntary classes at least once a week. Gen Zs feel proud working for such organizations and are motivated to give their best performance even if there aren't any extra incentives in the process.

Direct influencers of the Bottom line

Making Gen Z feel that they are the part of organisational structure is a very important psychological edge by which their capabilities shall be aligned to the vision and mission of the organisation, which can have a direct and positive impact on the bottom line of the organisation. The indirect benefits towards the bottom line are the hungry and eager workforce who can change or adapt to the technological changes that happen frequently. The supportive factors in having the young brigade of Gen Z will also contribute to the bottom line if the Gen Zs are;

- Gen Zs are the future and the best workforce under the belt of the nation and organisation.
- Gen Zs are eager in taking up challenges and are more self-motivated intrinsically than the previous generations.
- Eagers to experiment the life as well and never mix both at any time to be optimal in their productivity.
- Retaining them with a very reasonable and competitive pay is the only choice for the employers, while the eco-system of opportunities on tech-related jobs are more than the available talents, and hence the dominating side is Gen Z.
- Addressing the Gen Z requests and accommodating them is a very important part of the organisation in the modern era to move upwards in the future.

Conclusion

The battle of choice crises for the Gen Zs versus Priority Crises for the employers is a cold battle beneath the organisations functioning across the world. While this day, the organisation if bigger and standard in nature like the 100-year-old organisations, will be having all the generation workforce on rolls together. Hence every generation the organisation absorbs as their workforce, every generation starting from the pre-classification of generations of organisation, and starting from the Baby boomers, Gen X, Millennials, to the current Gen Z. While changing according to the requirements of the markets is one strategic goal of many organisations, sustaining in the era of VOCA economy is a different ball game and the strategic intent to handle the latest incoming Gen Z is quite difficult if not impossible.

The following are some of the priorities among the organisations that are evolving around the world, and at times they are dwelling into the spiral of priority crisis like the following;

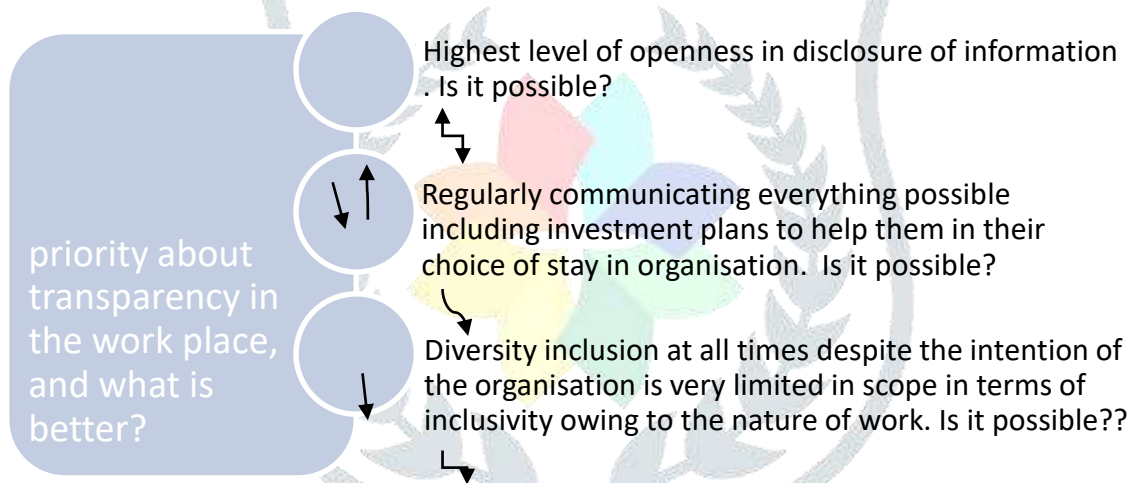


Fig: 9: Priority Crisis in Organisation: Understanding possible confusions that prevails inside the organisation to take on the priorities, while it is in a crisis, since all of them are difficult, while the same is on the choice list of the Gen Zs. Source; Created by author Prof Dr C. Karthikeyan. Displayed for the academic understanding only, and the situations are subject to change.

Strategic intent shall be tried out on the following priorities like

- Increasing the levels of trust in the organisation among the employees.
- Reciprocation of honesty in all matters.
- Creation of newsletters of varying frequencies and distribution of the same to all employees.
- Creating a dashboard on the organizational matters and letting the employees know the happenings.
- Creating regular and intermittent scheduled meetings to let know the employees and departments know what is happening around.
- Mentoring regularly with the professional buddies and reciprocating information relating to career planning and options to grow shall make them stay.

Organisations shall prioritise the diversity and inclusion strategies:

The organisations need to realise that the most diverse generations to date are Gen Z and creating a truly diverse and inclusive workplace is the greatest challenge that every organisation shall face in the future. Beginning to make the employees feel at home and accepting them on what their beliefs and identities are

the psychological edges which can win the hearts of the Gen Z that can bring in positivity for the organisation.

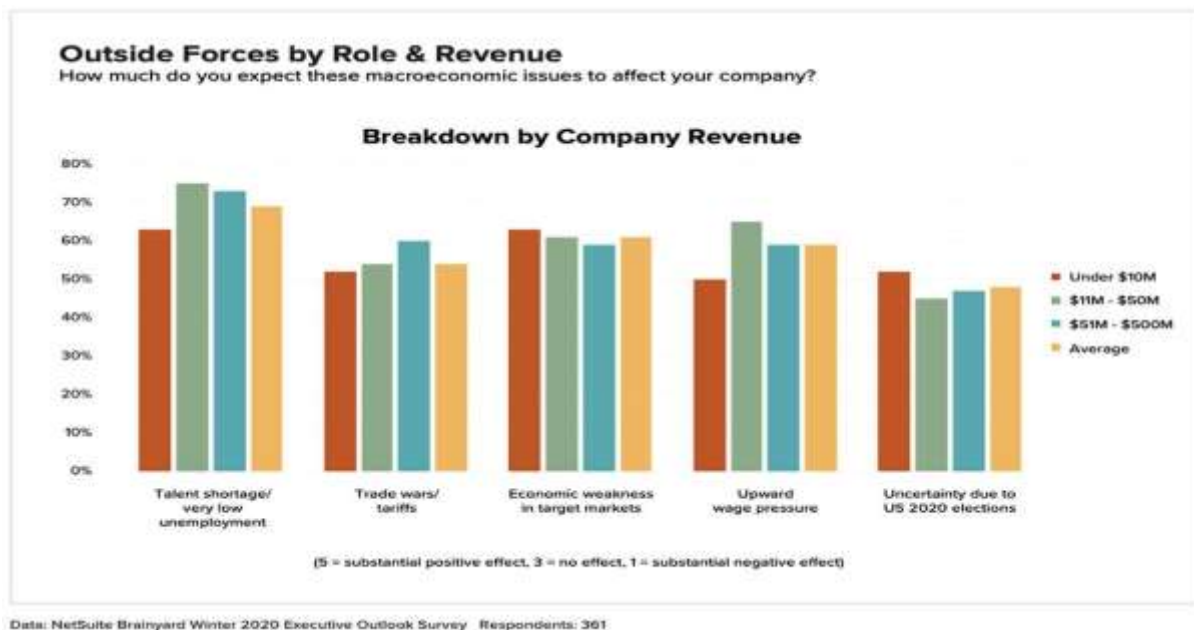


Fig:10: Sample survey results as to how the company prioritise the talent retention strategies with the priorities on revenue stability, which stands true today. Source: NetSuite Brainyard Winter 2020 Executive Outlook Survey. Used for concept clarity and academic understanding on the concept of strategic action a company could take versus choices of Gen Zs

Developing Gen Z leadership with regular mentorships at various levels of the organisation

Creating next-level leadership at the Gen Z workforce is now a key challenge among organisations across the world. The priorities shall be on the workplace transition, with regular professional buddy mentorship, and in engaging the Gen Z employees while helping in a natural transition of knowledge to the next level of the employees in the organisational hierarchy.

- Regular mentoring in the organisational premises as well as informally outside.
- Creating professional buddy circles.
- Regular training interventions on emotional and social intelligence.
- Lengthening and broadening the relationships within the organisations for other than professional relations.

Integrating all the kinds of employees to similar levels in treatment and rewarding them on financial and non-financial can bring in reasonably good changes, although it will be another priority crisis.

Regular Feedback on the performance of Gen Z

Feedback is not to be taken as a yardstick to analyse and report for the career of Gen Z, whereas a little extra mile to use the yardstick. The Performance appraisal shall also be used more for emotional reasons apart from the regular appraisal to the next level to encourage and open up the career path to the budding Gen Zs. A serious alternative approach by the leaders and convincing the Gen Zs to look towards a bright future and their positivity in growth and development shall bring in kudos to the organisation. Relating self with the importance of connecting to organisation growth to the self-growth will be visible outright,

- Provide them with the growth trajectory alongside constructive feedback.
- Ensure their growth is on the right track and is moving alongside the organisational growth.
- Reminders to take feedback on the appraisal sent to the employees and explanations from them too can work wonders.
- Taking feedback from the employees too are important for the mutual reciprocation of what is required for the growth of Gen Z in the career ambition that they set for themselves.

Feedback even to the children are considered in this age of uncertainty, while the Gen Zs are no less important like any other generations, and if the organisations are pre-emptive on this area, the growth trajectory of the organisation with Gen Zs is certain.

Financial Incentives for supporting the focus towards the growth of Gen Zs

Protecting the Gen Zs from the unprecedented time of layoffs and underemployment to unemployment is one of the key challenges for the organisation. Controlling layoffs or financial crises is now in the offing for many organisations that are not pre-emptive to many changes that are a must for the organisation according to changing times.

- Getting the work done is fair, but taking care of the working force is the key.
- Employers shall prioritise the areas of health insurance for employees and particularly in times of environmental uncertainty.
- Making them feel appreciated is vital to keep them emotionally connected to the organisation is very important.

Keeping the employees feel that they are looked upon with care and that they are precious for the organisation needs to be prioritised.

Career Planning and Career Progression path for Gen Zs

Gen Zs are fond of growth and they are required at every sojourn of time or years or even months in terms of updates whether they are growing and they can visualise the growth trajectory.

- Career path and plans shall be made visible to the Gen Z
- Alternative movements inside the organisation.
- Skill requirements for future growth shall be made visible.
- Policy to help them move towards horizontal knowledge movement shall do good to the organisation.
- Creating or opening the doors for showing up their talents with creativity where a role/position shall be created.
- Creating ladders to go upwards and downwards for roles given shall open up the vacuum.
- Sabbaticals to hold varying roles/designation/positions shall be done to keep the motivation alive.

Henceforth, being creative and pre-emptive for handling Gen Z towards career growth is an utmost challenging task for the organisation as a tool for retention of this generation.

Nurturing values that are progressive and humanistic to keep Gen Zs happy

Gen Zs are very matured and updated on what values or norms they would follow at all times or by all means. They walk the talk on the values that they want to carry only those values with them that are feasible to be followed up or practised in real life. Hence the organisations are to be careful in setting their tone on the organisation values that they put forward towards practice. Since Gen Zs are very sharp in analysing the established organisational values like how the younger generations are allowed to thrive, grow and develop.

- Human values
- Values for growth and development
- Commitment to society and stakeholders
- Commitment to workers
- Fair in the dealings of business
- Fair in competition
- True to the customers
- Loyal towards improving quality etc

The above are very challenging while put on the choice ladder or priorities ladder for both the Gen Z as well as organisations.

Finally, be a technology champion to keep Gen Z at the comfort of work

The biggest and indispensable challenge for any organisation including the choicest decision could be that there can be no compromise on the technology used by the organisation since Gen Z can only be surviving with the techno-based work style. Connectivity, networking, or any other transition to happen in an organisation, technology shall precede in terms of investment rather than others will be the one Priority among the priorities listed and discussed above.

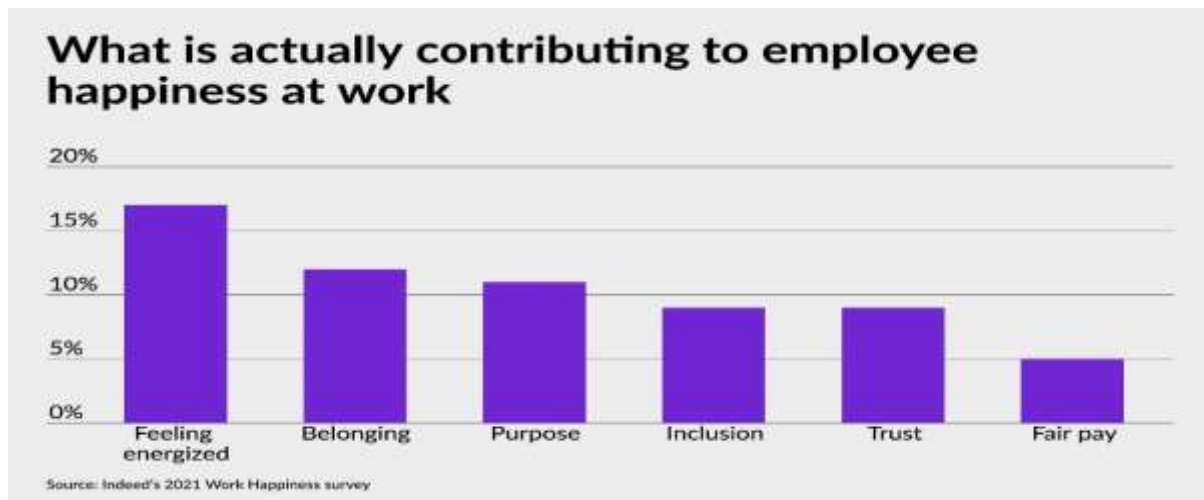


Fig: 11: The world survey on employees finally ends at the happiness rather than any factor dominating Gen Z's mind to stay in the organisation.
Source: Indeed's 2021 Work Happiness Survey

Finally, the organisation are to build with values and update on the culture required for changing times. Establishing the set of values is an utmost priority now for all modern organisations. Ultimately the values drive organizational success. At present, most organizations are developing a set of values that inform the work they do. Gen Z expects the organisations to help on establishing a set of values that can guide employees to understand and live by the same set of values the organization holds dear.

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