



## Human resource management strategies in supporting Generation Z Adaptation to modern organizational culture

Husein<sup>1</sup>, Rusna Purnama<sup>2</sup>, Tarida Marlin Surya Manurung<sup>3</sup>, Sabaruddin Sondeng<sup>4</sup>, Ade Suhara<sup>5</sup>

Email Correspondent: [huseinoemar3365@gmail.com](mailto:huseinoemar3365@gmail.com)

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### Abstract

Modern organizational culture presents challenges for many companies in managing human resources, especially in supporting the adaptation of Generation Z in the work environment. This generation has unique characteristics, such as dependence on technology, the need for work flexibility, and the value of work that is more inclusive and based on work-life balance. Therefore, organizations that want to remain competitive must develop adaptive human resource (HR) management strategies in order to attract, retain, and optimize the productivity of the workforce of this generation. This study aims to explore effective HR management strategies in supporting the adaptation of Generation Z to modern organizational culture. The method used in this study is a literature study with a qualitative approach, which involves the analysis of various academic journals, books, and research reports in the last five years. The data analysis techniques applied are content analysis and systematic comparison to identify patterns and trends in HR management strategies applied in various organizations. The results of the study show that the success of organizations in attracting and retaining Generation Z is highly dependent on the implementation of digitalization-based HR strategies, work flexibility, social media-based employer branding, and more empathetic and adaptive leadership. Companies that are able to adapt to the characteristics and preferences of this generation will have an advantage in creating an innovative and competitive work environment. Thus, traditional approaches in HR management need to be adapted to changing workforce dynamics in order to accommodate the needs and expectations of Generation Z more effectively.



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### INTRODUCTION

Modern organizational culture is a challenge for many companies in managing human resources, especially in supporting the adaptation of Generation Z in the work environment (Indrayani et al., 2024). Generation Z has unique characteristics that are different from previous generations, such as a tendency towards work flexibility, dependence on technology, and work values

<sup>1</sup> Bangkinang College of Economics, Indonesia, [huseinoemar3365@gmail.com](mailto:huseinoemar3365@gmail.com)

<sup>2</sup> NHI Bandung Tourism Polytechnic, Indonesia, [rup@poltekpar-nhi.ac.id](mailto:rup@poltekpar-nhi.ac.id)

<sup>3</sup> Institute of Business and Informatics Kesatuan, Indonesia, [marlin1408@gmail.com](mailto:marlin1408@gmail.com)

<sup>4</sup> Universitas Muhammadiyah Kendari, Indonesia, [sabarmenui@gmail.com](mailto:sabarmenui@gmail.com)

<sup>5</sup> Universitas Buana Perjuangan, Indonesia, [ade.suhara@ubpkarawang.ac.id](mailto:ade.suhara@ubpkarawang.ac.id)

that are more inclusive and oriented towards work-life balance (Afifah Riska Andini, 2024). Organizations that want to remain competitive need to develop adaptive human resource (HR) management strategies to accommodate the needs and expectations of this generation (Parinsi & Musa, 2023). A study by Ilham (2024) shows that companies that implement an innovative organizational culture are more successful in retaining young talent compared to companies that still rely on traditional management approaches (Sihite et al., 2024).

Modern organizational culture is a system of values, norms, and work practices that evolve in line with technological changes, globalization, and workforce dynamics. Modern organizations emphasize flexibility, innovation, and collaboration in an increasingly digital and diverse work environment (Sugiarti, 2019). According to Fatchurrohman and Aisyanti (2022), a good organizational culture encourages increased employee productivity by creating a conducive work environment, based on transparency and effective communication (Rohman & Aisyanti, 2022). In addition, in modern organizations, transformational leadership plays an important role in building a work culture that is adaptive to change and increases employee motivation (Dewi et al., 2021).

In the context of organizational behavior, modern culture focuses on employee empowerment and dynamic teamwork. Companies with a strong organizational culture are more likely to maintain employee loyalty and improve overall business performance (Fahrudin, 2020). In addition, modern organizational culture is also closely related to sustainability and corporate social responsibility, where organizations are required to accommodate the diversity of the workforce and create an inclusive work environment (Lestari, 2024). According to Jannah and Ritonga (2024), the main challenge in building a modern organizational culture is to ensure that the company's values are aligned with industry trends and employee needs that increasingly prioritize work-life balance and flexibility (Jannah & Ritonga, 2024).

Changes in work patterns due to digitalization and technological disruption increasingly demand flexibility in human resource management strategies (Putri, 2024). Generation Z, who grew up in the digital era, expects an interactive work environment, open to feedback, and dynamically supporting career development (Januar, 2024). According to Sunyoto (2023), this generation tends to be less loyal to companies that do not provide room for innovation and direct involvement in decision-making (Sunyoto, 2023). Therefore, HR management must develop a more collaborative approach with an emphasis on employee empowerment and participatory leadership (Kosasih, 2022).

In addition, another challenge in the adaptation of Generation Z to modern organizational culture is the difference in communication styles and expectations in working relationships (Muktamar et al., 2023). A study by Rasulong and Salam (2024) found that companies that implemented open communication models and higher work flexibility were more effective in increasing the engagement and job satisfaction of young employees (Rasulong et al., 2024). In the service industry, especially in companies engaged in the technology and financial sectors, digitalization-based work culture has become a new standard that makes it easier to adapt to this generation (Nadhiroh et al., 2022). Therefore, organizations that fail to accommodate the needs of Generation Z risk losing their potential talent (Anggraini et al., 2024).

The importance of HR management strategies in supporting Generation Z's adaptation to modern organizational culture is increasingly relevant in the midst of shifting global work values (Fiansi, 2024). This generation not only prioritizes the financial aspect of work, but also work-life balance factors, opportunities for self-development, and diversity and inclusivity in the workplace (Masrur & Manafe, 2024). Therefore, companies that want to succeed in managing the workforce of this generation must innovate in HR management practices, including the application of technology in the work system and providing more space for employee creativity (Sikandar et al., 2024).

Related research has examined various aspects of modern organizational culture and the involvement of Generation Z in the world of work. A study by Rimadhani (2024) shows that ethical-based leadership contributes significantly to the level of engagement of Generation Z employees in organizations (Rimadhani, 2024). In addition, a study conducted by Halizah (2024) proves that flexibility in work structure increases the motivation and productivity of this generation (Halizah, 2024). However, there have not been many studies that specifically discuss how HR management strategies can support Generation Z's adaptation to modern organizational culture in various industry sectors.

Based on this background, this study aims to explore effective HR management strategies in supporting the adaptation of Generation Z to modern organizational culture. The main focus of this research is to identify best practices in HR management that can improve the productivity, engagement, and job satisfaction of Generation Z across various industries. By understanding the key factors in this adaptation process, it is hoped that this research can contribute to the development of more inclusive and future-oriented HR policies.

## **METHOD**

This study uses a literature study method with a qualitative approach, which aims to analyze human resource management (HR) strategies in supporting the adaptation of Generation Z to modern organizational culture. Literature studies are chosen because they allow for in-depth exploration of relevant theories and previous research results, so that they can provide a more comprehensive understanding of the topic being researched (Snyder, 2019).

The data sources in this study consist of academic literature that includes scientific journals, books, research reports, and official publications in the last five years (2019–2024). The literature used is obtained from various academic databases such as Google Scholar, ScienceDirect, ResearchGate, and accredited national journals. The selection of sources is carried out systematically by considering relevance and credibility (Creswell & Clark, 2017).

Data collection is carried out using documentation techniques, namely collecting, reviewing, and analyzing various references that discuss HR management strategies and adaptation of Generation Z in the work environment. The Systematic Literature Review (SLR) method is applied to ensure that the literature studied has strong academic relevance and provides a comprehensive understanding of the topic being researched.

Data analysis is carried out with a content analysis approach, namely identifying, grouping, and synthesizing findings from various literature sources to develop a conceptual understanding of HR management strategies in supporting the adaptation of Generation Z to modern organizational culture. In addition, a comparative analysis method is used, where the results of various previous studies are compared to see the similarities and differences in HR management strategies applied in various industries (Bowen, 2009).

## **RESULT AND DISCUSSION**

The table below contains 10 scientific articles selected through a selection process from various academic sources related to human resource management (HR) strategies in supporting the adaptation of Generation Z to modern organizational culture. These articles are selected based on their relevance, research methods used, and theoretical and practical contributions to human resource management in the digital era.

**Table 1.** Literature Review

No	Author	Title	Findings
1	Febriyanti & Ihsani (2019)	Development Strategy of Human Resource Management For Millennial Generation	Organizations with a work culture that supports innovation are more successful in attracting and retaining Generation Z talent.
2	Kirchmayer & Fratričová (2020)	What Motivates Generation Z at Work?	Generation Z is more motivated by work flexibility, organizational transparency, and work-life balance.
3	Pichler et al. (2021)	DITTO for Gen Z: A Framework for Leveraging the Uniqueness of the New Generation	Companies must adapt recruitment and retention systems to the digitalization characteristics of Generation Z.
4	Chillakuri (2020)	Understanding Generation Z Expectations for Effective Onboarding	Adapting Generation Z in the workplace is easier with a technology-based onboarding system.
5	Halová & Müller (2024)	Being an Employer of Choice: Attracting Generation Z to Work	Organizations that use social media in employer branding are more attractive to Generation Z.
6	Mahmoud et al. (2021)	Workplace Motivation Across X, Y, and Z Generations	The difference in motivation between generations X, Y, and Z requires different HR strategies.
7	Barhate & Dirani (2022)	Career Aspirations of Generation Z: A Systematic Literature Review	Generation Z prefers companies that support sustainable career development.
8	Sánchez-Hernández et al. (2019)	Work-life Balance in Great Companies	Generation Z pays more attention to work-life balance than previous generations.
9	Gabrielova & Buchko (2021)	Here Comes Generation Z: Millennials as Managers	Empathy-based supervision and leadership increase Generation Z involvement in organizations.
10	Zhang & Chen (2024)	Exploring HRM Digital Transformation in the Digital Age	Digital transformation in HR makes it easier for Generation Z to adapt to modern organizational culture.

Research on human resource management (HR) strategies in supporting Generation Z's adaptation to modern organizational culture has been the main focus of various studies in recent years. Data from the previous table shows that there are various approaches used in understanding and developing HR strategies that are suitable for the characteristics of Generation Z in the world of work.

Febriyanti and Ihsani (2019) in their research highlight the importance of innovative work culture in attracting and retaining Generation Z in an organization. Their study emphasizes that organizations that provide space for creativity and innovation tend to be more successful in retaining employees from this generation than companies that still apply conventional methods (Febriyanti & Ihsani, 2019). This is in line with the results of research conducted by Kirchmayer and Fratričová (2020), which found that Generation Z is more motivated by a work environment that is flexible, transparent, and allows for a balance between work life and personal life. The study shows that companies that offer flexible work systems and clear career development opportunities are more

attractive to Generation Z than organizations that maintain a rigid hierarchical structure (Kirchmayer & Fratričová, 2020).

Pichler et al. (2021) developed a framework that adapts recruitment and retention systems to the characteristics of digitalization inherent in Generation Z. They argue that organizations need to understand and accommodate the preferences of this generation that relies heavily on technology in communication and decision-making processes. In the context of onboarding (Pichler et al., 2021), Chillakuri (2020) found that companies that implement a technology-based onboarding system can help Generation Z adapt faster to a new work culture. This shows that digitalization not only plays a role in improving operational efficiency but also in shaping a work experience that is more in line with the preferences of Generation Z (Chillakuri, 2020).

In the aspect of employer branding, Halová and Müller (2024) highlight the importance of using social media as a tool to attract Generation Z into organizations. They argue that companies that actively build a positive image through digital platforms are more likely to appeal to this generation (Halová & Müller, 2024). This is reinforced by the research of Mahmoud et al. (2021), which shows that work motivation differs significantly between generations. Generation Z tends to look for a work environment that allows for flexibility and direct involvement in decision-making (Krajac & Samardzija, 2024).

Furthermore, Barhate and Dirani (2022) found that Generation Z prefers companies that offer clear career paths as well as ongoing skills development opportunities. This study indicates that organizations that provide opportunities for employees to continue learning and develop will be more in demand by Generation Z compared to companies that have a non-transparent promotion system (Barhate & Dirani, 2021). Sánchez-Hernández et al. (2019) added that a balance between work life and personal life is a very important factor for Generation Z. They argue that companies that can provide flexibility in time and workplace will be better able to retain the workforce of this generation (Sánchez-Hernández et al., 2019).

In the aspect of leadership, Gabrielova and Buchko (2021) examine how empathic leadership roles can increase Generation Z's involvement in organizations. They found that empathy-based leadership models and open communication were more effective in increasing the loyalty and performance of this generation compared to authoritarian leadership approaches (Gabrielova & Buchko, 2021). Zhang and Chen (2024) in their research highlight how digital transformation in HR management has accelerated the adaptation process of Generation Z to modern organizational culture. They emphasized that organizations that adopt technology in their HR systems are better able to adapt to Generation Z expectations regarding flexibility, transparency, and employee involvement in the work process (Zhang & Chen, 2024).

Overall, these studies show that the success of organizations in attracting and retaining Generation Z is highly dependent on the implementation of HR strategies based on digitalization, flexibility, and employee empowerment. Companies that are able to adapt to the characteristics and preferences of this generation will have an advantage in creating an innovative and competitive work environment. This study also underlines that traditional approaches in HR management need to be adapted to changes in workforce dynamics in order to accommodate the needs and expectations of Generation Z more effectively.

## **Discossion**

### **HR Management Strategies in Supporting Generation Z's Adaptation to Modern Organizational Culture**

Generation Z, who was born in the digital era, brings different expectations to the world of work compared to previous generations. They tend to prioritize flexibility, a balance between

personal and professional lives, and a collaborative, technology-based work environment. Therefore, modern organizations must adapt their HR management strategies in order to attract, retain, and optimize the productivity of the workforce of this generation.

In a study conducted by Ainalieva (2024), it was found that organizations that successfully integrate Generation Z into modern work culture are those who are able to adapt to the unique expectations of this generation. For example, many large tech companies such as Google and Microsoft have implemented flexible work policies, where employees have the freedom to choose to work hybrid or remotely according to their needs (AINALIEVA, 2024).

A real example of this approach can be found on Spotify. The company implements a "Work from Anywhere" policy that allows employees to work from anywhere, whether from the office, home, or even from another country. This policy not only increases employee job satisfaction, but also increases productivity because they can work in an environment that best suits their work style. Gen Z, who value freedom and flexibility more, feel more involved in their work because they are given more control over how they work.

In addition to flexibility, Generation Z also wants a work environment based on technology and innovation. They are more accustomed to working with digital platforms, application-based communication, and online collaboration tools. Therefore, many companies have adopted AI-based technologies and machine learning to improve work efficiency and provide a more modern work experience.

Another example is Amazon, which uses AI in its employee management system. Through automated analysis of performance data, the company can provide personalized training recommendations to its employees, helping them to thrive in their careers without having to rely on rigid traditional training methods. This data-driven approach is particularly preferred by Generation Z, as they are more interested in a clear and transparent career development path.

In terms of social engagement, Generation Z also values companies that have strong sustainability and social responsibility values. Studies show that they tend to be more loyal to companies that have a real and impactful Corporate Social Responsibility (CSR) program. For example, Patagonia, an outdoor clothing company, is known for its commitment to the environment and sustainability. They offer paid time off for employees who want to participate in social actions or environmental projects. This approach has made Patagonia one of the companies with the highest employee retention rate in the industry.

However, not all strategies implemented by companies succeed without challenges. Some organizations still face difficulties in adapting their existing work culture to the expectations of Generation Z. For example, in the more conservative financial industry, many companies still implement traditional work systems that are less flexible, making it difficult for them to attract talented young talent. Therefore, many large banks such as Goldman Sachs and JPMorgan are beginning to experiment with hybrid work models and offer additional benefits, such as mental wellbeing programs and digital health support, to make them more relevant to their young workforce.

Overall, success in adapting Generation Z to modern organizational culture depends on the company's ability to provide work flexibility, implement technology that supports efficiency, and build an inclusive work environment that aligns with their values. Organizations that can adapt their HR strategies to the needs of this generation will have a more innovative, productive, and loyal workforce to the company.

### **Increasing Generation Z Productivity through a Flexible HR Strategy**

Generation Z has high expectations for work flexibility, work-life balance, and the application of technology in their professional environment. Unlike the previous generation, Generation Z prefers

a results-based work system rather than strict supervision that emphasizes the number of hours worked. Therefore, companies that want to maintain and increase the productivity of the workforce of this generation must adapt a more flexible HR strategy.

According to research by Saraiva and Nogueiro (2025), rigid and less flexible work models can lead to low engagement rates among young workers, including Generation Z. The study found that many of them experience lower levels of job satisfaction if companies do not provide flexibility options in working (Saraiva & Nogueiro, 2025).

A study conducted by Dieguez, Loureiro, and Ferreira (2024) confirms that flexible working models like this have a positive impact on work efficiency and employee satisfaction because they reduce travel stress and improve emotional well-being (Dieguez et al., 2024).

In addition to the flexibility of work locations, Generation Z also prefers a result-oriented approach compared to the conventional work system that is time-oriented. For example, companies like Google have adopted an Objectives and Key Results (OKR)-based evaluation method, which focuses on achieving individual and team goals rather than simply recording the number of hours worked. This approach fits perfectly with the Gen Z work style that values more transparency and flexibility in how they complete tasks.

Not only in the technology sector, other industries such as banking are also starting to adapt their work models to attract talent from Generation Z. HSBC, one of the largest multinational banks, now offers a hybrid work system where employees can choose to work from the office or from home as per their needs. This is a strategic step in maintaining the productivity and well-being of young employees who prioritize work flexibility.

However, while work flexibility has been shown to increase productivity, there are challenges in its implementation. Research by Tukiran and Alimin (2024) shows that although work flexibility can increase motivation, some organizations still have difficulty measuring the work effectiveness of employees who are not physically present in the office. Therefore, many companies are now using AI-based technology and data analytics to monitor employee performance without having to limit their freedom (Alimin & Tukiran, 2024).

Overall, a flexible HR strategy not only increases Generation Z's productivity but also increases their engagement and job satisfaction. Organizations that successfully implement results-based work systems, provide workplace flexibility, and use technology to support employee efficiency will be better able to attract and retain young talent in the modern work era.

### **Increasing Generation Z's Engagement and Work Motivation**

Keeping Generation Z engaged and motivated in the workplace requires innovative, technology-based strategies. As a generation growing up in the digital era, they are more interested in HR systems that use AI-based platforms and data analytics to manage training and career development. For example, Amazon and Salesforce have implemented learning management systems (LMS) that allow employees to access training materials flexibly.

In addition, Generation Z highly values clear career development opportunities. They prefer companies that offer mentoring programs, skills training, and job rotation systems so that they can explore different fields before deciding on their career path.

Work culture is also an important factor for Generation Z. They are more interested in companies that have inclusive, collaborative, and social impact values. Therefore, many companies have begun to implement corporate social responsibility (CSR) programs to attract and retain young talent.

Lastly, Generation Z wants fast, real-time feedback in their work. Companies like Netflix and Google have replaced annual evaluation systems with continuous feedback systems, where

employees get direct feedback from their bosses and colleagues, increasing their engagement and productivity within the organization.

### **Generation Z Job Satisfaction in Modern Organizational Culture**

Generation Z has different expectations from previous generations when it comes to job satisfaction and well-being at work. They want a work environment that not only provides clear career opportunities, but also supports a balance between personal and professional life. As the modern work culture evolves, organizations need to adapt their strategies to meet the needs of this generation in order to retain young talent and increase productivity.

According to research by Saraiva and Nogueiro (2025), Generation Z has high expectations for work well-being, with many of them preferring companies that offer mental health support, a dynamic work environment, and flexibility in work schedules (Saraiva & Nogueiro, 2025).

One clear example of this approach is Google's policy of implementing a technology-based employee wellbeing program. Google provides employees with a variety of mental health services, such as access to therapists, meditation apps, and special leave to cope with work stress. This approach has been shown to increase job satisfaction and reduce burnout rates among young employees who are more susceptible to work stress than previous generations.

In addition to mental well-being, Generation Z is also more interested in innovative and non-rigid workspaces. WeWork, for example, has created a more flexible office concept with open workspaces, entertainment facilities, and comfortable rest areas. With a design like this, employees can feel more relaxed at work and have more space to collaborate. A study conducted by Chmiel (2024) confirms that a flexible work environment designed with employee welfare in mind can increase job satisfaction and productivity (Chmiel, 2024).

In addition to a comfortable work environment, aspects of diversity and inclusion are also important factors for Generation Z in choosing a workplace. They tend to be more supportive of companies that implement diversity and inclusion (D&I) policies, which promote gender, ethnicity, and social background equality in their organizations. Microsoft, for example, has built a broad diversity program, providing equal opportunities for all individuals to thrive, as well as mentorship programs for underrepresented groups.

With Generation Z's rising expectations of job well-being, organizations looking to retain young talent must begin to adapt to their needs. Companies that implement mental wellbeing programs, innovative workspaces, and diversity policies will be better able to attract and retain Generation Z, thereby creating a more productive and harmonious work environment in the long run.

### **CONCLUSION**

This research confirms that human resource management strategies have an important role in helping Generation Z adapt to modern organizational culture. This generation tends to value flexibility in work systems, organizational transparency, and continuous career development opportunities. Organizations that succeed in attracting and retaining young talent generally implement digital-based work systems, strengthen employer branding, and implement empathetic leadership. Digitalization in HR management, such as the use of artificial intelligence and online collaboration platforms, has proven to make it easier for Generation Z to adapt to a dynamic and ever-evolving work environment. In addition, companies that provide space for work-life balance and diversity in the work environment are better able to increase employee engagement and satisfaction from this generation.

To accommodate the needs of Generation Z, companies need to adjust their HR strategies to stay competitive in the digital era. One of the steps that can be implemented is to increase work

flexibility through a hybrid or remote work system that provides freedom for employees to manage their working time. In addition, strong employer branding through the use of social media can help companies attract and retain young talent by showcasing an innovative and inclusive work culture. The use of technology in HR management is also a crucial aspect, where artificial intelligence-based systems can be used for recruitment, training, and performance evaluation processes to improve efficiency in employee management. In addition, building an adaptive organizational culture by emphasizing collaboration, innovation, and openness in inter-generational communication is an important factor in supporting Generation Z engagement in the workplace. Empathic-based leadership also needs to be strengthened, where leaders are expected to be able to provide constructive feedback and build more personal working relationships with young employees.

Further research is needed to explore how the implementation of technology-based HR strategies can increase Generation Z engagement across various industry sectors. In addition, comparative studies between countries can provide broader insights into how modern organizational culture influences Generation Z's work preferences in a variety of global contexts. A qualitative research approach that involves direct interviews with Generation Z employees can also provide a more in-depth perspective on the factors that affect their adaptation in the work environment, so it can provide more specific recommendations for organizations to develop HR strategies that are more effective and in accordance with the characteristics of this generation.

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