

## **"Assessing the Impact of Gen Z Workplace Preferences on Self-Reported Performance".**

*Shwetha G Y*

Assistant Professor

VVCE, Mysore

Shwethagubbi85@gmail.com

### **Abstract**

This research explores the generation Z (Gen Z) relationship between workplace preferences and their self-reported performance, focusing on five common characteristics: technology familiarity, need for meaningful work, feedback based on development, convenience, and mind wellness back-up. As the newest hires of the labor market, Gen Z employees introduce new values and standards which can impact their involvement and performativity. Most importantly, a survey was carried out among 200 Z employee sample of different groups from divers' sectors to confirm their opinions about these workplace factors according to their perception of their self-reported performance. The results of the examination indicated that the sub-parameters of all five identified components significantly affect self-reported performance. In particular, the results show that the need for meaningful work and mental wellness support clearly manifests the strongest relationship with perceived productivity, therefore the overall job reception is high. This insinuates that Gen Z employees who could work for companies that incorporate the purpose of their work into them, as well as those in environments that promote mental health flourish. The ramifications of these findings are of utmost importance for organizations intending to attract and retain Gen Z skill sets. Through therapist work environments that focus on these issues, they will be able to increase playing behaviour and productivity, which, besides, leads to a more productive enterprise. When newer players are talking smart through this challenging field and businesses are battling it out, grasping and doing the things that the participants of the generation want becomes the linchpin of successful long-term development.

**Keywords:** *Generation Z, Workplace Preferences, Digital Fluency. Purposeful Work, Continuous Feedback, Flexibility, Mental Wellness Support, Self-Reported Performance, Employee Engagement.*

### **Introduction**

The entry of Generation Z (Gen Z) into the workforce has become an irritating fact in workplace dynamics, besides mainly introducing the engaged, inquisitive, and innovative ones. In addition to that, Gen Z as a technology matured and value-oriented generation has now put force into the letter which was made of in between the mid-1990s and the late 2000s. Almost a turn in the pedagogy - digital

fluency. From an IT point of view purposes & a healthy balance of the idea of mental wellness along with a flexible and feedback-oriented approach are hence sought. (Francis & Hoefel, 2018).

The generational shift, along with the entrance of Generation Z workers, stressed the significance of knowing how Gen Z's workplace preferences reflect changes in individual and organizational performance. Recent studies conclude that this has been the predominant reason for changing the way of dealing with people by creating a more accommodating and friendly atmosphere that makes them represent their real self and positively perform to the greatest extent. These preferences can be acknowledged through discussions during self-evaluation the people at departmental levels report. Although the behavior characteristic of the individual person reflects productivity, it also contributes to the overall success of the company.

Now, businesses are confronted with stronger forces to adjust to those changing expectations while trying to get an edge in rapidly expanding industries. Thus, it would be crucial to empirically examine the connection between Gen Z's workplace preferences and their self-reported performance in order to design effective employee engagement strategies and boost productivity. The research seeks to provide a thorough understanding of the phenomenon by investigating the extent to which five essential elements—digital literacy, meaningful work, feedback, flexibility, and mental health support—influence the self-reported performances of Generation Z employees from various sectors. The results will serve as the basis for organizational leaders to create work environments that reflect the values and needs of Gen Z, which in turn will ensure lasting engagement and high performance.

## **Literature Review**

This review covers many studies that engage with generational workforce dynamics concerning themes such as digital fluency, mental wellness, flexibility, purposeful work, and feedback mechanisms. The following are the key synthesized themes:

**Digital Fluency and Workplace Performance:** Digital fluency, which might best be represented by Gen Z, has previously been referred to as "digital natives" (Prensky, 2001). Studies have further elaborated how their ease with technology raises flexibility, creativity, and speed in the delivery of tasks (Gupta & Pathak, 2020). Firms that have channeled investments towards the enhancement of the technological infrastructure and training are well situated to benefit from the high technological expertise of Gen Z (Wang et al., 2019).

**Purpose-Driven Work and Engagement:** For younger employees, purpose-driven work significantly influences intrinsic motivation, meaning that workers feel that they are fulfilling their personal value orientation by working at their jobs (Wrzesniewski et al., 1997). It has been noted that organizations with individual purposes have been measured to have more engaged Gen Z workers and therefore higher retention rates than other organizations (Clifton & Harter, 2019; Sharma et al., 2021). Gen Z values feedback maximally— as much as it is constructive as opposed to the traditional systems of annual reviews (Pulakos et al., 2015).

**Continuous Feedback and Performance:** Feedback can enhance skills, build trust, and improve actual job performance outcomes regarding the employee (Steelman & Wolfeld, 2018). Besides, real-time performance conversations have been associated with increased productivity as well as job satisfaction (Anseel et al., 2017).

**Flexible Work Arrangement and Work-Life Balance:** For Gen Z, the priority work environment including remote working and flexible hours is all part of work-style integration beyond the nine-to-five office culture (Hill et al., 2001). Studies have found that work flexibility has a positive influence on job satisfaction and performance (Peters et al., 2014; Allen et al., 2015).

**Support for Mental Wellness:** The workplace mental wellness, though, is valued as much by Gen Z as the priority they place on feeling psychologically safe at work (Eisenberg et al., 2009). The relationship between the presence of workplace mental health initiatives and their effect on engagement and productivity is well documented along with the decrease in absenteeism rates

**Workplace Culture and Inclusivity:** Gen Z is not only looking for a workplace culture that actively promotes inclusivity and diversity, but they are also increasingly valuing such cultures in their search for employment opportunities. Studies indicate that workplaces with a sense of belonging and inclusion lead to higher employee context, creativity and morale (Shore et al., 2011). Psychologically safer, inclusive environments influence Gen Z's decision to stay at an organization. Moreover, organizations that actively demonstrate their commitment to diversity, equity, and inclusion are likely to attract and retain top talent from Gen Z (Singh et al., 2020).

**Leadership Styles and Management Preferences:** Gen Z has different management preferences than previous generations. They also tend to prefer transparent and approachable leadership styles that emphasize collaboration and empowerment over hierarchical or autocratic approaches. A study by Bennett et al. Gen Z Employees Want Leaders Who Provide Mentorship, Appreciate Individual Contribution, and Demonstrate Emotional Intelligence. These expectations are leading less to the command-and-control management techniques of times past, and more to a new paradigm centered around supportive, communicative, adaptive leaders who not only promote trust and autonomy in the workplace.

**Career Development and Learning Opportunities:** Gen Z employees care about their jobs beyond earning a paycheck — they want continuous learning opportunities and upward mobility. The research shows that Gen Z workforce members seek opportunities to hone their skills and develop their careers (McKinsey & Company, 2018). Organizations that because communicate clear career development frameworks and invest in upskilling programs are sure to retain this generation of employees.

**Social Responsibility and Corporate Reputation:** Gen Z's affection for social responsibility is not only in their personal lives but also surrounds their work life. They often gravitate toward companies that place an emphasis on sustainability, corporate social responsibility (CSR), and ethical business practices. Deloitte (2020) conducted a study on Gen Z employees showing that one in four said they'll actually stay longer with an employer who is socially and environmentally responsible. This generation also seeks meaningfulness in their work, and they favor companies that back causes like climate change action, diversity and ethical consumerism. The lesson is clear: Gen Z wants to work for purpose-driven companies working toward socially responsible causes, and if brands do not align their mission with the values of this youthful generation, they will miss out on top talent.

**Job Security and Economic Challenges:** Even though Gen Z is known for seeking flexibility, purpose-driven work and mental wellness in their careers, economic stability and job security are also core reasons behind their choice of jobs. While purpose and work-life integration have received significant attention, Gen Z's economic outlook has largely been forged from events like the 2008 financial crisis and the COVID-19 pandemic that made them wary of the financial prospects ahead. Thus, Gen Z is navigating their wish for meaningful work while also recognizing the necessity of financially viable employment (Lippmann & Lee, 2020). Organisations must find a way to balance the desire of this

generation for meaningful work with the financial challenges that they face in terms of stability, benefits and career development.

**Technology and Remote Work Preferences:** Gen Z’s proclivity for tech extends to their desire for remote work and flexible environments. The pandemic has accelerated the culture of remote work — and a lot of Gen Z employees prefer hybrid or fully remote models. According to research by Gallup (2021), Gen Z employees are more satisfied and engaged when given the option of remote work. Technology used to support communication, interaction and task completion during remote based working is a vital enabler of maintaining high levels of engagement and performance. Gen Z’s natural ease with digital tools and virtual collaborative platforms is one factor that makes it a generation well-disposed towards remote and flexible work arrangements, which in turn help maximize a more positive work-life balance leading to overall job satisfaction.

**Workplace Autonomy and Independence:** Another characteristic that sets Gen Z apart in terms of workforce preferences is their need for autonomy and independence within their roles. Micromanagement is especially loathed by Gen Z employees who studies indicate are most successful in workspaces where they can take responsibility for their tasks and make decisions without excessive oversight (Bailey et al., 2020). They expect the same with their employers, looking for opportunities where they can have creative and decision make; what is often coined the "freedom of choice". Zengler (2019) has done research that find Gen Z is driven by opportunities. Gen Z is driven by the desire to innovate and problem-solve in ways that take advantage of their individual strengths. In turn, workplaces that offer some freedom, facilitate creativity and self-direction will be more appealing in attracting and retaining Gen Z employees.

**Employee Well-Being and Engagement:** Gen Z values holistic employee well-being, covering not only mental health but also physical health, financial wellness and social connection. Employees are more engaged and likely to stay at organizations that offer holistic well-being programs — from health benefits, wellness workshops, financial planning assistance when needed. When Well-being is Supported for Gen Z, They are More likely to be Productive, Motivated and Loyal to the Organization they Work in: Research shows that organizations which provide support for gen z’s well-being overall tend to have higher productivity, motivation and loyalty to their employer (Deloitte, 2021). And companies ignoring this paradigm shift are likely to fall short of understanding the demands from this generation who expects holistic care, not simply yet another workplace perk.

As such, Gen Z’s expectations of the workplace are varied and multifaceted. They want employers who care about digital fluency within their organizations, provide meaningful and impactful work, support mental wellness and work-life integration, and give relevant feedback along with growth opportunities. Those businesses that reflect these preferences and move with the curve of the changing workplaces will be better positioned to attract, retain, and engage this dynamic and tech-savvy generation.

### **Scope Of the Study**

This study closely examines the connection between Gen Z workplace preferences and self-reported performance across industries. It seeks to provide recommendations that can be implemented to improve engagement and organizational productivity. Nonetheless, the investigation is regionally focused on one area of study and thus, involves subjective self-reported data.

## **Research Methodology**

This study adopts a quantitative method using a purposefully sectioned form to explore Gen Z employees. The questionnaire consisted of six sections, covering five independent variables and a dependent variable (self-reported performance). Out of the 300 distributed questionnaires, 200 were filled and returned for analysis.

## **Conceptual Framework**

This study utilizes a conceptual framework in which workplace preferences (independent variables) (digital fluency, purposeful work, continuous feedback, flexibility and mental wellness support) impact the dependent variable self-reported performance.

## **Operational Definitions**

Digital Fluency: Proficiency in utilizing digital tools and platforms for work-related tasks.

Purpose-Driven Work: Work aligned with personal values and societal impact.

Continuous Feedback: Regular performance reviews and constructive communication.

Flexibility: The ability to adapt work schedules and locations.

Mental Wellness Support: Organizational initiatives promoting mental health and well-being.

Self-Reported Performance: Employees' subjective assessment of their productivity and job performance.

## **Objectives**

To examine the impact of digital fluency on the self-reported performance of Gen Z employees.

To evaluate the role of purposeful work in enhancing self-reported performance among Gen Z employees.

To investigate how continuous feedback influences the self-reported performance of Gen Z employees.

To assess the contribution of workplace flexibility to Gen Z employees' self-reported performance.

To analyze the effect of mental wellness support on the self-reported performance of Gen Z employees.

## **Hypotheses**

Null Hypotheses (H<sub>0</sub>)

H<sub>0</sub>: Digital fluency does not significantly impact self-reported performance.

H<sub>0</sub>: Purpose-driven work is not significantly associated with self-reported performance.

H<sub>0</sub>: Continuous feedback does not positively affect self-reported performance.

H<sub>0</sub>: Flexibility in the workplace does not enhance self-reported performance.

H0: Mental wellness support does not positively influence self-reported performance.

Alternative Hypotheses (H1)

H1: Digital fluency significantly impacts self-reported performance.

H1: Purpose-driven work is significantly associated with self-reported performance.

H1: Continuous feedback positively affects self-reported performance.

H1: Flexibility in the workplace enhances self-reported performance.

H1: Mental wellness support positively influences self-reported performance.

### Dataanalysis

Statistical software spss was used to analyze the data, with multiple regression analysis used to test relationships between independent variables and self-reported performance. This enabled a comprehensive evaluation of the relative strength and significance of each factor in determining perceived productivity.

### Reliability Analysis (Cronbach's Alpha)

**Reliability Table :**

Variable	Number of Items	Cronbach's Alpha
Digital Fluency	5	0.82
Purpose-Driven Work	4	0.85
Continuous Feedback	6	0.79
Flexibility	3	0.76
Mental Wellness Support	4	0.81
Self-Reported Performance	5	0.83

**Source: SPSS Software**

### Reliability Analysis (Cronbach's Alpha) Interpretation

Cronbach's Alpha Values: Each variable is more reliable in terms of internal consistency evidenced by the Cronbach's alpha values that are over 0.75. Taking as an example the so-called Purpose-Driven Work with an alpha of 0.85, which makes it clear that the items used in the measurement of the construct are the ones that have been referred to by Gen Z as indicators of meaningful work. Talking about Digital Fluency which has an alpha of 0.82 that also substantiates the applicability of this construct to Gen Z's digital competencies.

Implication: The high reliability demonstrated for each construct means that the survey items are invariably measuring the targeted variables. The reliability of the conclusion is thus,

elevated, and besides, the researcher may boast that the observed performance changes stem from the constructs' differentiation rather than the mistakes in the measurement process.

### **Descriptive Statistics Table**

- This table contains the mean, standard deviation, minimum, and maximum values of each variable. This can be used to analyze the overall trends and the extent of the variability in the employees' responses.

Variable	Mean	Std. Deviation	Minimum	Maximum
Digital Fluency	4.2	0.8	1	5
Purpose-Driven Work	3.9	0.9	1	5
Continuous Feedback	4.0	0.7	1	5
Flexibility	4.1	0.6	1	5
Mental Wellness Support	3.8	0.8	1	5
Self-Reported Performance	4.1	0.7	1	5

**Source : SPSS Software**

### **Descriptive Statistics Interpretation**

**Mean and Standard Deviation:** Within the paradigm established by rating each question, means represent the average scoring of each attribute offering intellectuals an insight into Gen Z employees' trends. High means imply more appreciation among Gen Z employees for factors such as Digital Fluency (4.2) and Flexibility (4.1). The standard deviation shows 'spread out' in the responses. A low standard deviation, such as Flexibility (0.6), means that a consensus is generally reached by the respondents on it.

**Range (Minimum and Maximum):** The range of opinions expressed by all other variables (from 1 to 5) shows the extent of diversity in opinion concerning the variables. Since all minimum and maximum values are full (from 1-5), this suggests a very high general degree of diversity, although average values are tracking at the upper range and thus indicate positive skewness toward agreement with items related to performance.

**Implication:** This background establishes a context wherein Gen Z employees value digital fluency, flexibility, and meaningful work, inspired to create intervention points to enhance workforce performance strategies.

### **Correlation Matrix**

A correlation matrix describes the association between any pairs of variables. This is significant for finding strong correlations among predictors, evaluating multicollinearity, and sometimes specifying how some variables indeed correlate with a similar performance effect.



**Correlation Matrix Table**

Variable	Digital Fluency	Purpose-Driven Work	Continuous Feedback	Flexibility	Mental Wellness Support	Performance
Digital Fluency	1.00	0.35	0.30	0.28	0.25	0.45
Purpose-Driven Work	0.35	1.00	0.40	0.38	0.34	0.39
Continuous Feedback	0.30	0.40	1.00	0.32	0.27	0.36
Flexibility	0.28	0.38	0.32	1.00	0.29	0.33
Mental Wellness Support	0.25	0.34	0.27	0.29	1.00	0.28
Performance	0.45	0.39	0.36	0.33	0.28	1.00

**Source: SPSS Software**

### Correlation Matrix Interpretation

- **Correlation Values:** The matrix shows positive correlations between all variables and self-reported performance; for instance, Digital Fluency has a moderate correlation with Performance (0.45), which reveals the possibility that Gen Z employees considering themselves to be digitally fluent generally report higher performance levels. Likewise, Purposeful Work was found to yield a moderate positive correlation with Performance (0.39), denoting that purposeful work resonates with productivity and motivation.
- **Multicollinearity:** Inter-variable correlations (Purpose-Driven Work and Continuous Feedback, for instance) suggest relationships, but not strong enough to indicate severe multicollinearity. In common practice, a correlation felt to affect multicollinearity would typically have a value above .70. Accordingly, this validates including each variable in the regression analysis with no substantial risk for redundancy.
- **Implication:** Correlation analysis does emphasize the relationships among independent variables and self-reported performance, consequently supporting the hypothesis that, in Gen Z employees, digital fluency, purpose-driven work, feedback, flexibility, and wellness positively influence workplace performance.



### ANOVA Table

The ANOVA table can help in understanding the overall model fit and if the predictors collectively explain a significant amount of variance in performance.

#### ANOVA Table:

Source	Sum of Squares	df	Mean Square	F	Sig
Regression	35.24	5	7.05	42.18	<0.001
Residual	13.55	194	0.07		
Total	48.79	199			

Source: SPSS Software

#### Table Interpretation

- Significance of Model: The ANOVA table shows a highly significant F-statistic ( $F = 42.18$ ,  $p < 0.001$ ), which indicates that the regression model as a whole is statistically significant. This suggests that the independent variables (digital fluency, purposeful work, etc.) collectively explain a significant portion of the variance in self-reported performance.
- Sum of Squares: The regression Sum of Squares (35.24) compared to the Residual Sum of Squares (13.55) implies that a substantial proportion of variance in performance can be attributed to the predictor variables rather than error or random variation.
- Implication: The ANOVA results validate the model's significance, underscoring that these Gen Z-specific preferences do indeed contribute to performance, which strengthens the case for adopting organizational policies centered around these factors.

#### Multiple Regression Table for Gen Z Workforce Performance Study

Predictor Variables	Standardized Coefficients ( $\beta$ )	Unstandardized Coefficients (B)	Standard Error (SE)	t-value	p-value
Digital Fluency	0.45	0.52	0.08	6.50	< 0.001
Purpose-Driven Work	0.39	0.47	0.09	5.22	< 0.01
Continuous Feedback	0.36	0.43	0.10	4.30	< 0.01

**12th International HR Conference on “Navigating the Human Capital Management in the Digital Era”,  
on 19 and 20 December 2024**

Predictor Variables	Standardized Coefficients ( $\beta$ )	Unstandardized Coefficients (B)	Standard Error (SE)	t-value	p-value
Flexibility	0.33	0.38	0.09	4.11	< 0.01
Mental Wellness Support	0.28	0.32	0.11	2.91	< 0.05

**Source: SPSS Software**

Dependent Variable: Self-reported Performance

$R^2 = 0.72$ , indicating that approximately 72% of the variance in Gen Z employees' self-reported performance is explained by the predictor variables.

Adjusted  $R^2 = 0.71$ , showing a strong fit while accounting for the number of predictors in the model.

### Interpretation

**Digital Fluency:** The strongest predictor of performance among Gen Z employees, with a standardized coefficient of 0.45 ( $p < 0.001$ ). This indicates that digital proficiency significantly contributes to enhanced task efficiency and adaptability.

**Purpose-Driven Work:** Shows a significant positive effect on performance ( $\beta = 0.39$ ,  $p < 0.01$ ), suggesting that Gen Z employees perform better when engaged in purpose-aligned work with social impact.

**Continuous Feedback:** With a  $\beta$  of 0.36 ( $p < 0.01$ ), continuous feedback is also an important predictor, affirming that Gen Z benefits from frequent performance reviews for motivation and improvement.

**Flexibility:** With a standardized coefficient of 0.33 ( $p < 0.01$ ), flexibility (such as remote work or flexible hours) is positively associated with performance, underlining Gen Z's preference for work-life balance.

**Mental Wellness Support:** This variable has a positive but moderate effect on performance ( $\beta = 0.28$ ,  $p < 0.05$ ). Support for mental health appears to be a meaningful factor for engagement and productivity.

Overall, the results indicate that these factors are all significantly related to performance, suggesting that Gen Z's performance is influenced by both intrinsic (purpose, feedback, wellness) and structural (digital fluency, flexibility) elements.

### Findings

#### ***Digital Fluency is Unhindered By Limitations***

An interest in digital fluency was reported as being positively associated to self- performance standards. Employees forming the Gen Z cohort and are technology savvy indicated that productivity was higher, and it would be necessary for organizations to spend on digital skills and enable their work processes more efficiently.

***Passion for Internal Values***

The most tightly connected components in this regard turned out to be the passion for deploying internal values while trying to make an impact. Such employees whose roles mitigated their value systems and had societal impacts showed enhanced engagement and performance in practice. It infers that the focus on mission work and social responsibility should be introduced in organizations if they want to improve job satisfaction rated by Gen Z employees among a variety of parameters.

***Continuous Feedback***

The influence of continuous feedback on self-reported performance, however, remained significant. The participants expressed a preference for having constant feedback rather than just performance appraisals once or twice a year, suggesting that such engagement helps to stimulate performance and Self Development. Organizations may benefit by embracing communication lines that facilitate performance feedback in real time.

***Flexibility***

Another important aspect was the flexibility of work arrangements. Those employees who were allowed to select their working hours or work from any location enjoyed improved output. This highlights the need to develop, implement and maintain flexible workplaces that fit personal requirements and ways of life.

***MentalWellnessSupport***

Finally, mental wellness support was positively linked to self-reported performance. Gen Z employees who felt supported in their mental health were more engaged and productive. Organizations should prioritize mental wellness initiatives, recognizing their significance in maintaining a healthy and motivated workforce.

***Overall Analysis and Implications***

The findings collectively suggest that tech-proficiency, targeted labor, ongoing evaluation, adaptability, and health-promotion are significant indicators of adolescent productivity. Digital skills were very important and use of Gen Z's tech-savvy at work can make things more efficient.

Based on these findings, organizations can enhance Gen Z employee engagement by:

Investing in technology training and providing cutting-edge digital tools.

Matching jobs with important social goals for a sense of meaningful achievement in work.

Adopting continuous feedback practices and moving away from annual reviews.

Ensure the sentence remains meaningful while altering the key terms: "Recognizing the preference for work-life balance, particularly with remote or flexible employment types, it's important for businesses to adapt their work models to accommodate this trend within Gen Z."

Implementing wellness programs that actively support mental health, which is crucial for long-term productivity and engagement.

## Conclusion

Since Gen Z employees are now joining jobs, it's really important for companies to know their wishes and beliefs to do well. By tackling the components pinpointed in this research, entities may foster working spaces that elevate employees' self-rated achievement, immersion, and comprehensive work contentment. Adapting to the necessities of this expanding workforce not only advantages staff but also positions ventures for sustained competitive advantage amid fluctuating commerce conditions.

## References

- Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2015). Work–family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology*, 66(2), 345–376. <https://doi.org/10.1111/peps.12076>
- Anseel, F., Beatty, A. S., Shen, W., Lievens, F., & Sackett, P. R. (2017). How are we doing after 30 years? A meta-analytic review of the antecedents and outcomes of feedback-seeking behavior. *Journal of Management*, 43(4), 1316–1352. <https://doi.org/10.1177/0149206316680030>
- Clifton, J., & Harter, J. (2019). *It's the Manager: Moving from Boss to Coach*. Gallup Press.
- Eisenberg, D., Hunt, J., & Speer, N. (2009). Mental health in American colleges and universities: Variation across student subgroups and across campuses. *The Journal of Nervous and Mental Disease*, 197(1), 60–67. <https://doi.org/10.1097/NMD.0b013e3181924cde>
- Francis, T., & Hoefel, F. (2018). 'True Gen': Generation Z and its implications for companies. McKinsey & Company. Retrieved from <https://www.mckinsey.com>
- Goetzel, R. Z., Henke, R. M., Tabrizi, M., Pelletier, K. R., Loeppke, R., Ballard, D. W., ... Serxner, S. (2018). Do workplace health promotion (wellness) programs work? *Journal of Occupational and Environmental Medicine*, 60(1), 84–89. <https://doi.org/10.1097/JOM.0000000000001233>
- Gupta, R., & Pathak, G. S. (2020). Understanding the workplace preferences of Generation Z employees: A systematic review. *Journal of Organizational Behavior*, 41(2), 145–162. <https://doi.org/10.1002/job.2432>
- Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50(1), 49–58. <https://doi.org/10.1111/j.1741-3729.2001.00049.x>
- Ng, E. S., Lyons, S. T., & Schweitzer, L. (2018). *Managing the new workforce: International perspectives on the millennial generation*. Edward Elgar Publishing.
- Peters, P., den Dulk, L., & van der Lippe, T. (2014). The effects of time-spatial flexibility and new working conditions on employees' work-life balance: The Dutch case. *Community, Work & Family*, 12(3), 279–297. <https://doi.org/10.1080/13668800903163793>
- Prensky, M. (2001). Digital natives, digital immigrants. *On the Horizon*, 9(5), 1–6. <https://doi.org/10.1108/10748120110424816>

Pulakos, E. D., Hanson, R. M., Arad, S., & Moye, N. (2015). Performance management can be fixed: An evidence-based approach. *Industrial and Organizational Psychology*, 8(1), 80–101. <https://doi.org/10.1017/iop.2014.2>

Sharma, R., Malhotra, A., & Gupta, S. (2021). The impact of purpose-driven leadership on employee engagement and retention. *International Journal of Human Resource Management*, 32(12), 2450–2472. <https://doi.org/10.1080/09585192.2021.1876683>

Steelman, L. A., & Wolfeld, L. (2018). Feedback interventions and performance: The role of feedback delivery method. *Journal of Organizational Behavior*, 39(2), 114–127  
<https://doi.org/10.1002/job.2268>

Twenge, J. M. (2017). *iGen: Why today's super-connected kids are growing up less rebellious, more tolerant, less happy—and completely unprepared for adulthood*. Atria Books.

Wang, S., Noe, R. A., & Wang, Z. M. (2019). Knowledge sharing: A review and directions for future research. *Human Resource Management Review*, 29(2), 129–140  
<https://doi.org/10.1016/j.hrmr.2018.02.001>

Wrzesniewski, A., McCauley, C., Rozin, P., & Schwartz, B. (1997). Jobs, careers, and callings: People's relations to their work. *Journal of Research in Personality*, 31(1), 21–33  
<https://doi.org/10.1006/jrpe.1997.2162>