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HR-STRATEGIES FOR GENERATION Z

The labor market is undergoing significant changes due to the active entry of Generation Z (born between 1997 and 2012). Representatives of this generation, who grew up in the digital age, demonstrate new patterns of behavior, values, and expectations from employers. In the context of a shortage of skilled personnel, traditional management methods focused on stability and hierarchy are becoming ineffective.

The purpose of this paper is to identify the key characteristics of Generation Z as employees and to determine human resource management strategies that enable their effective integration into the corporate environment.

Generation Z, or “digital natives”, is characterized by high digital literacy, a need for constant feedback, and a desire for work-life balance. According to research, corporate transparency, social mission, respect for personal boundaries, as well as diversity and inclusion are critically important to them. They tend to change employers quickly if they do not see development prospects or face excessive control, making them potentially “fluid” personnel. A manager’s authority for them is built not on their position, but on personal qualities and expertise, and the management style itself should lean towards mentorship and partnership rather than strict control. Providing autonomy and opportunities for experimentation is also essential, as it helps unlock their potential and strengthens their sense of responsibility [1].

To verify the theoretical data, we conducted a survey among a youth audience (n=75). The results confirmed the key trends: the most preferred management style was mentorship (57.3%), while excessive control caused the greatest irritation (58.7%). Over 46% of respondents are ready to take responsibility for large projects provided they have the freedom to choose tools and a flexible schedule. More than 60% of respondents are willing to give up part of their salary for a unique experience, and when choosing a job, psychological comfort and management honesty are valued higher than high salary and rapid career growth.

International research confirms that by 2025, Generation Z had accounted for up to 27% of the global workforce, yet their engagement levels remain low: according to Gallup data, 54% of representatives of this generation are not engaged at work [2].

To effectively interact with Zoomers, experts recommend implementing strategies based on transparent career paths, providing autonomy and opportunities for experimentation, as well as regular coaching dialogues instead of traditional feedback. Critically important factors also include mental health support (given that one in three young people aged 18–24 experiences anxiety or depression), creating an inclusive environment, and fostering a sense of community to overcome the isolation characteristic of a "hyper-connected" generation. Moreover, successful companies today are already using hybrid work formats, mentoring programs, and investing in digital adaptation tools, which helps not only attract but also retain young professionals [3].

The results of our study show that representatives of Generation Z are focused on meaning, transparency, and development. Trusting relationships with managers, the ability to influence their own employment, and the absence of excessive control are critically important to them. An effective HR strategy should be built on the principles of mentorship, digitalization of processes, granting autonomy, and genuine care for employee well-being. Thus, the successful adaptation and retention of Generation Z employees require companies to transition from a control model to a model of trust and partnership, which becomes a key competitive advantage in the modern labor market.

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