GENERATION Z IN THE WORKFORCE: EMERGING RECRUITMENT TRENDS AND INSIGHTS

SOUNDARYA V S

MBA, PES UNIVERSITY

ABSTRACT

This study examines the changing nature of the labor market with an emphasis on Generation Z, the cohort born between 1997 and 2012, and the hiring tactics used to draw in and keep this group. Organizations are challenged with changing their recruitment processes to successfully engage this proficient in technology, diverse, and socially conscious generation as they start to enter the labor market in significant numbers. The report starts out by outlining the distinctive traits and aspirations of Generation Z in the workplace. The article then explores new techniques and trends in recruitment that businesses are using to meet the needs of Generation Z. The article also analyzes how Generation Z makes decisions about diversity and inclusion while looking for a job, emphasizing the value of fostering diverse and equitable workplaces. For firms looking to attract and keep Generation Z talent, the research offers conclusions and suggestions. It highlights the necessity for a comprehensive strategy to hiring that is in line with the ideals and standards of this age, including technical advancement, civic duty, and workplace flexibility. For human resources managers, job recruiters, and executives wanting to modify their recruitment strategies to successfully engage and maximize the abilities of Generation Z as they continue to influence the workforce's future, this research report provides insightful information.

INTRODUCTION

The development of a new generation, known as Generation Z, is what is causing the modern workforce to go through a fundamental transition. These individuals, who were born between 1997 and 2012, have the potential to drastically alter the nature of the labour economy. Generation Z is the first generation to have grown up in a fully digital environment, and as such, it has a distinct set of values, expectations, and aspirations that call into question conventional hiring procedures. Understanding and successfully involving Generation Z in the workplace is not just a choice but a must for firms hoping to prosper in the changing business landscape in this era of rapid technology innovation, global connection, and rising social consciousness. In the context of the contemporary workforce, this study article explores the particular traits, preferences, and goals of Generation Z. Organizations must modify their recruitment techniques to reflect these values and expectations as Generation Z enters the job market in large numbers. As a result, we look at the new trends in hiring that have evolved in reaction to this generational change.

GENERATION-Z IN THE WORKFORCE

The 1997–2012 birth cohort known as Generation Z is already joining the workforce with unique traits and interests. Their unique traits include being Digital Natives, Entrepreneurial, Socially Conscious, Meaningful Work, Diversity and Inclusion Advocates, Flexible Work, Continuous Learners, Digital Communication, Job Hopping.

RECRUITMENT OF GENERATION-Z

The introduction of Generation Z into the labour market has accelerated the use of remote employment and digital technologies. In order to meet individual desires, firms are investing in digital platforms and applications. In order to effectively engage Generation Z, customized recruitment tactics that are suited to certain beliefs and objectives are becoming more popular. Companies are including CSR programs in their hiring processes to lure in Gen Z, who are drawn to socially conscious businesses. To satisfy Gen Z's need for a balance between work and life, employers are providing alternatives to traditional employment, such as remote work choices and flexible hours. Organizations are making investments in mentoring initiatives and chances for ongoing learning to support Gen Z's professional growth. Due to Gen Z's preference for flexibility, the COVID-19 epidemic has hastened the spread of hybrid work models, which combine in-office and remote labour. In order to combat Gen Z's propensity for job-hopping, HR experts are adopting tactics that put an emphasis on employee retention, career development opportunities, and workplace culture.

EMERGING RECRUITMENT TRENDS

- Social media and digital platforms are being used more and more by businesses for recruiting. This entails utilizing specialist job boards and professional connections like LinkedIn to attract a larger candidate pool, particularly the tech-savvy Gen Z.
- Predictive analytics is utilized to more effectively discover possible applicants, chatbots are used for first candidate interactions, and AI-powered technologies are used to screen resumes. These innovations improve the candidate experience while streamlining the hiring process.
- Live and recorded video interviews are growing more popular. They are convenient and give a quick approach to evaluate candidates' presentation and communication abilities.
- To attract top personnel, businesses are spending in developing a strong employer brand. To present a favourable picture to potential applicants, they are exhibiting their company culture, social responsibility programs, and employee testimonials.
- Due to the widespread adoption of remote work, recruitment has also moved online.

LITERATURE REVIEW

The introduction of Generation Z (Gen Z) into the workforce marks a crucial change in the recruitment environment in a time of rapid technical breakthroughs and shifting societal values. Gen Z, which includes people born between 1997 and 2012, is the first generation to grow up in the 21st century and is characterized by constant connectedness and digital immersion (Twenge, 2017). This review looks at the growing corpus of literature that illuminates Gen Z's distinctive traits and the new approaches to hiring that businesses are using to connect with this tech-savvy, socially conscious, and diverse generation.

Due to its upbringing in a technologically replete world, Generation Z is recognized for its intrinsic digital fluency. They demonstrate a high level of comfort with digital tools, which enables them to quickly adopt cutting-edge recruitment platforms (Pew Research Center, 2019). Gen Z places a great focus on finding meaningful employment that is in line with their ideals and hobbies, which contrasts with the traditional career paths of earlier generations. They look for employers who value social responsibility and the environment. By Knight in 2020.

Gen Z's preference for workplaces that place an emphasis on equity shows how committed they are to diversity and inclusion. They actively search out businesses that support equality and diversity (Morgan, 2019). One defining trait of Gen Z is the need for flexible work schedules, including remote work alternatives. Flexible employment is now a crucial factor in recruitment due to the COVID-19 pandemic's acceleration of this trend (Deloitte, 2021).

To target Gen Z applicants that prefer online communication and job searching, businesses are increasingly utilizing digital platforms like LinkedIn and niche job boards (Saldaa et al., 2020). The use of artificial intelligence (AI) is increasingly being included into the hiring process. Predictive analysis can effectively identify qualified candidates, chatbots handle the first candidate interactions, and AI-powered technologies help filter resumes (Brown et al., 2021). Organizations are integrating corporate social responsibility (CSR)

efforts into their recruitment strategy in response to Gen Z's emphasis on social responsibility. This is consistent with Gen Z's values and draws applicants who value moral behaviour (Gallup, 2020).

In order to correspond with the values of Generation Z, businesses are actively encouraging diversity and inclusion in their recruitment efforts. They are promoting inclusive environments, using blind recruitment procedures, and teaching about prejudice and discrimination (Fernandez, 2021).

Following the pandemic, virtual job fairs and recruitment events have proliferated, enabling businesses to connect with Gen Z prospects while supporting demands for remote work (CEB, 2020).

RESEARCH METHODOLOGY

I have taken 10 different variables that hold the individual survey responses of 112 respondents. I have conducted the analysis on SPSS platform. The survey includes the following ten questions, in which respondents are asked to answer on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree

FINDINGS

A statistical method called factor analysis is used in the analysis of data to find and comprehend the underlying patterns or structures within a collection of observed variables. It is frequently used to simplify data and uncover correlations between variables in disciplines including sociology, economics, psychology, and market analysis. It is simpler to evaluate and analyse data when researchers use factor analysis to reduce enormous volumes of data into a smaller collection of important factors or latent variables.

I have Used the SPSS software to do the factor analysis and the output is given below:

TABLE 1.0

Component Matrix[a]

	Component 1	Component 2
LinkedIn an effective platform	.829	.189
use of social media to search for jobs	.727	-.366
job postings on social media platforms	.830	.058
concise job descriptions	.840	-.198
reviews on platforms like Glassdoor	.640	-.464
visually appealing content	.348	.580
Interactive content	.316	.637
flexible work arrangements	.854	.108
Employer branding and a strong online presence	.473	.670
prioritize work-life balance	.771	-.373

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

TABLE 2.0

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.788	47.884	47.884	4.788	47.884	47.884	4.183	41.830	41.830
2	1.768	17.681	65.566	1.768	17.681	65.566	2.374	23.736	65.566
3	.938	9.381	74.946						
4	.718	7.181	82.128						
5	.570	5.697	87.825						
6	.390	3.898	91.723						
7	.299	2.994	94.717						
8	.212	2.124	96.841						
9	.167	1.673	98.514						
10	.149	1.486	100.000						

Extraction Method: Principal Component Analysis.

TABLE 3.0

Rotated Component Matrix[a]

	Component	
	1	2
LinkedIn an effective platform	.656	.540
use of social media to search for jobs	.814	-.001
job postings on social media platforms	.716	.424
concise job descriptions	.840	.199
reviews on platforms like Glassdoor	.780	-.128
visually appealing content	.051	.674
Interactive content	-.002	.711
flexible work arrangements	.716	.479
Employer branding and a strong online presence	.123	.810
prioritize work-life balance	.856	.012

Extraction Method: Principal Component Analysis.
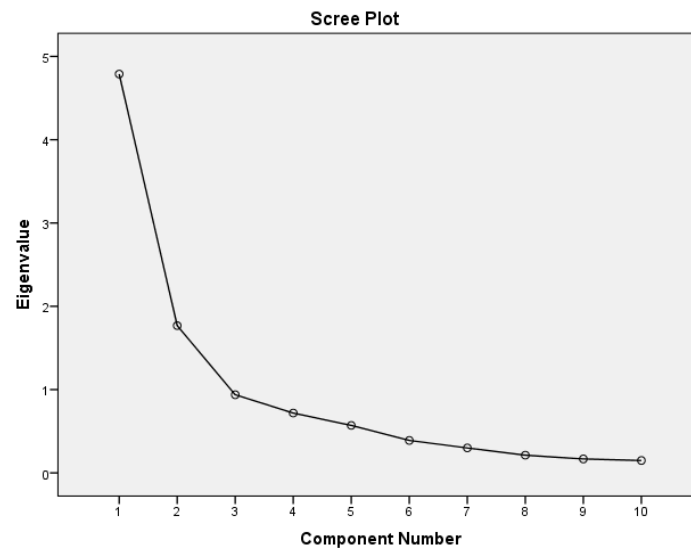Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

TABLE 4.0

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.812
Bartlett's Test of Sphericity	Approx. Chi-Square	657.585
	df	45
	Sig.	.000

TABLE 5.0

INTERPRETATION OF OUTPUTS

Component Matrix (TABLE 1)

Variables that are closely connected to the same component can be grouped using the component matrix. When you have a lot of variables, this grouping might be helpful for streamlining data analysis and interpretation.

Total Variance explained (TABLE 2)

The components or elements that were taken from the data are listed in the table. These are ordinarily numbered in order, commencing with 1. The variation explained by each component is shown by the eigenvalue. It is a measurement of the data's dispersion or variability along the direction of the component. A component that explains more of the overall variance in the data has a higher eigenvalue. The percentage of the overall variance that each component accounts for is displayed in this column. It is determined by dividing the sum of all eigenvalues, or the sum of eigenvalues for all components, by the eigenvalue of each component. We can evaluate the relative significance of each component in the data summary by looking at the percentage of variance that is explained.

The component one has an eigen value of 4.788 which corresponds to 47.884 percent of variance and component 2 has an eigen value of 1.768 and it corresponds to 17.681 percent of variance. The rest of the components are ignored because the eigen value has to be greater than 1 to be considered.

Rotated Component Matrix (TABLE 3)

The rotated component matrix consists of correlation values but determined using varimax rotation method. By doing this we can find which attributes have contributed more.

Component 1 – Q2, Q4, Q10

Component 2 – Q9, Q7

The values are closer to 1. We can name component 1 as DIGITAL DOMINANCE and We can name the component 2 as EMPLOYER BRANDING AND SOCIAL RESPONSIBILITY

KMO and Bartlett's test (TABLE 4)

KMO value tells us whether the sampling adequacy is sufficient or not. In this case it is .812 which means it is ADEQUATE. The bartlett's test of sphericity value tells us how strongly the variables are correlated. The significance value is less than 0.05 which means that the variables are correlated and are affecting the Recruitment of the GEN-Z generation. It tells us about the association between the attributes

Scree Plot (TABLE 5)

In this scree-plot we see that only two factors are contributing as they exceed the value 1 in the y-axis.

To summarize the recruitment of Gen Z in today's workplace has variables like preference for visually appealing and interactive content on social media platforms influences their engagement with job postings. It was proven that he importance of employer branding and a strong online presence in attracting Gen Z candidates. The advertisements on Social media also affects the recruitment as majority of the respondents from the survey felt that the recruitment process is dependent on these advertisements. Interactive content on the platforms that post about the job openings also play a significance role in the recruitment process of generation-z

CONCLUSION

Generation Z (Gen Z)'s entry into the workforce marks the beginning of a period of change for organizational culture and hiring procedures. Gen Z, who were raised in the digital era, bring with them a distinct set of tastes, expectations, and values that call into question conventional hiring practices. This research has made an effort to examine the multidimensional nature of Generation Z in the workforce, shining light on new patterns in hiring and their significant effects.

References

Stansell, A. (2019, February 20). The Next Generation of Talent: Where Gen Z Wants to Work [blog article]

Steelcase. (2009). Generations at work: a war of talents, innovating to integrate an emerging generation into the workplace. Steelcase Knowledge Paper

Sunderberg, J. (2014, n.d.). How LinkedIn has changed recruitment in the UK

Twenge, J. M., Campbell, S. M., Hoffman, B. J., & Lance, C.E. (2010). Generational differences in work values: Leisure and Extrinsic values increasing, social and intrinsic values decreasing.

Ozkan, M., & Solmaz, B. (2015). The changing face of employees – Generation Z and their perceptions of work (A study applied to university students).

Roberson, Q.M., Collins, C.J., & Oreg, S. (2005). The effects of recruitment message specificity on applicant attraction to organizations. Journal of Business and Psychology, 19(3).

Twenge, J. M., Campbell . M., Hoffman, B. J., & Lance, C.E. (2010). Generational differences in work values: Leisure and Extrinsic values increasing, social and intrinsic values decreasing.

Recruitment goes virtual: Use web-based technology intelligently for best results in recruitment (2013). Human Resource Management International Digest, 21(3), 19-21.