

Original Article

A Study on Role of Human Resource Management in Managing the Gen Z Workforce in Chennai

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Abstract: *The study focuses on the role of Human Resource Management in managing the Generation Z workforce in modern organizations. Generation Z employees are highly technology-oriented, career-focused, and expect flexible and supportive work environments. The study aims to understand the expectations, preferences, and workplace behaviour of Gen Z employees and analyse how HRM practices influence their performance, motivation, and retention. The research also examines the effectiveness of recruitment, onboarding, training, performance management, and employee engagement practices designed for Gen Z employees. Primary data was collected through a structured questionnaire from employees, and suitable statistical tools were used for analysis. The study's findings highlight that modern HR practices, such as digital recruitment, continuous learning opportunities, flexible work policies, and real-time feedback systems, positively influence employee satisfaction and organisational commitment. The study concludes that organizations must adopt employee-centered and technology-driven HR strategies to effectively manage and retain Generation Z employees in the workplace.*

Keywords: *Human Resource Management, Generation Z, Employee Engagement, Training and Development, Employee Retention, Workplace Flexibility, Digital HR Practices, Employee Performance, Recruitment and Selection, Work-Life Balance.*

I. INTRODUCTION

Human Resource Management (HRM) is a strategic approach to managing people effectively within an organization to help gain a competitive advantage. It focuses on recruiting the right talent, developing employee skills, maintaining positive workplace relationships, ensuring fair compensation, and creating policies that support organizational objectives. In the modern business environment, HRM is not limited to administrative functions; it plays a strategic role in shaping organizational culture, improving productivity, and driving long-term growth. As organizations continue to evolve due to globalization, technological advancements, and changing workforce demographics, HRM practices must also adapt. One of the most significant changes in recent years is the entry of a new generation, Generation Z, into the workforce. Managing this generation effectively has become a key priority for HR professionals.

II. NEED OF THE STUDY

- This study is undertaken to understand the expectations, preferences, and workplace behaviour of Generation Z employees in modern organizations.
- The study helps to examine how Human Resource Management practices influence the performance, motivation, and retention of Gen Z employees.
- It is important to identify the challenges faced by HR managers while managing a technologically advanced and dynamic workforce like Generation Z.
- The study provides insights into the effectiveness of modern HR practices such as flexible work arrangements, digital recruitment, training, and employee engagement strategies.

III. RESEARCH GAP

Most previous studies have focused on the characteristics, expectations, and workplace behaviour of Generation Z employees. Many researchers have explained the importance of digital HR practices, flexible work environments, and employee engagement strategies. However, limited studies have been conducted on how overall HRM practices directly influence the performance and retention of Gen Z employees in organizations. There is also less research combining recruitment, training, performance management, and retention strategies in a single study related to Gen Z workforce management. In addition, very few studies focus on the practical challenges faced by HR managers in managing a multi-generational workforce with the inclusion of Generation Z. Therefore, this study attempts to fill this gap by analysing the role of HRM practices in effectively managing Gen Z employees and improving organizational outcomes.



IV. OBJECTIVES

- To analyse the impact of HRM practices on the performance and retention of Gen Z employees.
- To assess the expectations and workplace preferences of Generation Z.
- To evaluate how recruitment and onboarding processes are adapted for Gen Z.
- To study the effectiveness of training and development programs in meeting Gen Z's learning needs.
- To explore challenges and opportunities HR managers face in managing a multi-generational workforce, including Gen Z.

V. SCOPE OF THE STUDY

- This study focuses on the role of Human Resource Management in managing the Generation Z workforce in organizations.
- The study covers HR practices such as recruitment and selection, training and development, performance management, employee engagement, and retention strategies.
- It examines the attitudes, expectations, and work preferences of Generation Z employees in the workplace.
- The study analyses the impact of technology-driven HR practices and flexible work policies on Gen Z employees.
- The study provides valuable suggestions for organizations to improve HR strategies and create a positive work environment for Generation Z employees.
- This study focuses on the role of Human Resource Management in managing the Generation Z workforce in organizations.

VI. LIMITATIONS OF THE STUDY

- The study is limited to a specific sample of respondents and may not represent the views of the entire Generation Z workforce.
- The study's findings are based on respondents' opinions and perceptions, which may be influenced by personal bias.
- Due to time constraints, the study could not cover a larger geographical area or multiple industries in detail.
- The study mainly focuses on Generation Z employees and does not provide an extensive comparison with other generations in the workplace.
- Continuous changes in technology and workplace trends may affect the long-term applicability of the study findings.

VII. REVIEW OF LITERATURE

Tathavadekar & Mahankale (2025) The study discussed the transformation of HR strategies for effective Gen Z integration in organizations. Employee-centric HR policies, inclusiveness, and workplace innovation were identified as major factors influencing employee performance. The study emphasized the importance of adaptive HR practices in modern organizations. **Mohanty & Christopher (2024)** The study found that AI-based training and gamification improve employee engagement, motivation, and performance among Gen Z workers. **Sharma & Abraham (2024)** The research focused on modern HR practices in the IT sector. Gen Z employees expect flexibility, AI integration, digital onboarding, and purpose-driven work environments. HR departments should implement digital recruitment and employee engagement tools to manage modern workforce expectations effectively.

VIII. RESEARCH METHODOLOGY

Research methodology refers to the systematic process used to collect, analyse, and interpret data for the study. This research methodology helps understand the role of Human Resource Management in managing the Generation Z workforce. The study focuses on identifying the expectations, workplace preferences, and satisfaction levels of Gen Z employees and analysing how HRM practices influence their performance and retention. A structured questionnaire was used to collect responses from employees, and statistical tools were applied to analyse the collected data in a meaningful way.

A) Descriptive Research Design

Descriptive research design is used to describe the characteristics, opinions, and behaviour of respondents in a systematic manner. In this study, a descriptive research design helps to understand the expectations, preferences, attitudes, and workplace behaviour of Generation Z employees. It also explains the existing HR practices followed by organizations to manage Gen Z employees. This design provides a clear understanding of the relationship between HR practices and employee satisfaction without changing the natural work environment.

B) Analytical Research Design

An analytical research design is used to examine relationships between different variables and interpret the collected data in detail. In this study, analytical research helps examine the impact of HRM practices, such as recruitment, training, employee engagement, and work-life balance, on the performance and retention of Generation Z employees. Statistical tools are used to identify meaningful relationships and to draw valid conclusions from the collected data.

C) Area of the Study

The area of the study is Human Resource Management with a special focus on managing the Generation Z workforce in organizations. The study mainly covers HR practices such as recruitment and selection, onboarding, training and development, performance management, employee engagement, work-life balance, and employee retention strategies. It also examines the expectations, workplace preferences, and satisfaction levels of Generation Z employees. The study belongs to the field of organizational behaviour and workforce management, focusing on how modern HR strategies can improve the productivity and retention of Gen Z employees in the workplace.

D) Sampling Technique

The study uses the convenience sampling technique for collecting data from respondents. Under this method, respondents are selected based on their availability and willingness to participate in the survey. This technique is simple, cost-effective, and suitable for collecting information within a limited period of time. It helps the researcher gather responses from Generation Z employees working in different organizations.

E) Sample Size

The sample size of the study consists of 150 respondents. The responses were collected from Generation Z employees to understand their opinions, expectations, and experiences regarding HRM practices followed in their organizations.

F) Target Respondents

The target respondents of the study are Generation Z employees working in different organizations. The respondents mainly belong to the age group born between 1997 and 2012. These employees are selected because they represent the emerging workforce and have different expectations regarding work culture, career growth, flexibility, and employee engagement practices.

G) Source of Data Primary Data

Primary data refers to the original information collected directly from respondents for the purpose of the study. In this research, primary data were collected through a structured questionnaire distributed to Generation Z employees. The questionnaire includes questions related to HR practices, employee satisfaction, training, work-life balance, and workplace expectations.

H) Secondary Data

Secondary data refers to information already collected and published by others. For this study, secondary data were collected from books, journals, research articles, websites, company reports, and previous studies related to Human Resource Management and Generation Z workforce management.

I) Data Analysis Tools

Data analysis tools are used to interpret and analyse the collected data effectively. In this study, statistical tools such as frequency analysis, descriptive statistics, correlation, the chi-square test, and the one-sample t-test are used to analyse employee responses and identify relationships among variables.

J) Correlation

Correlation analysis is used to measure the relationship between two variables. It helps to identify whether the variables are positively or negatively related. In this study, correlation is used to analyse the relationship between HRM practices and factors such as employee satisfaction, motivation, performance, and retention among Generation Z employees.

K) Chi-Square Test

The Chi-Square test is a statistical tool used to identify whether there is a significant association between two categorical variables. In this study, the Chi-Square test is used to analyse the relationship between demographic variables and employee opinions regarding HRM practices, workplace flexibility, and job satisfaction.

L) One-Sample T-Test

The One Sample T-Test is used to compare the mean value of a sample with a standard or expected value. In this study, the One Sample T-Test helps to analyse whether the opinions of Generation Z employees regarding HR practices significantly differ from the average expected level. It helps in understanding employee satisfaction and organizational support towards Gen Z workforce management.

XI. DATA ANALYSIS AND INTERPRETATION

A) Correlation Analysis

The correlation analysis was conducted to examine the relationship between training opportunities provided by the organization and employees' comfort in openly discussing their mental health and burnout levels with their manager. The

Pearson correlation coefficient value is -0.207, which indicates a weak negative relationship between the two variables. This suggests that as perceptions of training opportunities increase, employees' comfort in discussing mental health tends to decrease slightly. However, the relationship is weak in nature. The significance value ($p = 0.011$) is less than the standard significance level of 0.05, indicating that the relationship is statistically significant. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. The analysis concludes that there is a significant relationship between training opportunities and employees' comfort in discussing mental health and burnout levels with their manager among the respondents surveyed.

Table. 1: Gender of the respondent my workplace provides a flexible work-life balance.

			My workplace provides a flexible work-life balance.			Total
			neutral	agree	strongly agree	
gender of the respondent	male	Count	15	24	41	80
		Expected Count	16.5	26.1	37.3	80.0
		% within gender of the respondent	18.8%	30.0%	51.2%	100.0%
	female	Count	16	25	29	70
		Expected Count	14.5	22.9	32.7	70.0
		% within gender of the respondent	22.9%	35.7%	41.4%	100.0%
Total		Count	31	49	70	150
		Expected Count	31.0	49.0	70.0	150.0
		% within gender of the respondent	20.7%	32.7%	46.7%	100.0%

The correlation test shows a weak negative relationship between training opportunities and employees' comfort in discussing mental health with managers ($r = -0.207$, $p = 0.011$). Since the p-value is less than 0.05, the relationship is statistically significant. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. It is concluded that there is a significant relationship between training opportunities and employees' comfort in discussing mental health and burnout levels with their manager.

IX. FINDINGS OF THE STUDY

The study found that there is a significant relationship between training opportunities and employees' comfort in discussing mental health and burnout levels with their managers. The correlation analysis revealed a weak negative relationship between the two variables ($r = -0.207$, $p = 0.011$). Since the significance value is less than 0.05, the relationship is statistically significant. Therefore, the study concludes that training opportunities are associated with employees' willingness to discuss mental health issues, although the strength of the relationship is relatively low.

X. CONCLUSION

The study on the role of Human Resource Management in managing the Generation Z workforce concludes that HRM practices play an important role in improving the performance, satisfaction, and retention of Gen Z employees. Generation Z employees expect a positive work environment, career growth opportunities, work-life balance, flexible policies, technological support, and continuous learning opportunities from organizations.

The findings of the study show that effective recruitment, onboarding, training and development, employee engagement, and communication practices help organizations manage Gen Z employees successfully. The study also reveals that Gen Z employees prefer organizations that provide recognition, mental health support, transparent communication, and opportunities for skill development.

XI. SUGGESTIONS

- **Mental Health Awareness Training:** Organizations should conduct regular training programs on mental health awareness and stress management to support employee well-being.
- **Supportive Work Environment:** Managers should create a workplace culture where employees feel comfortable discussing mental health concerns without fear of judgment.
- **Open Communication:** Organizations should encourage transparent and honest communication between employees and managers to build trust and understanding.
- **Employee Counselling Support:** Providing counselling services and employee assistance programs can help employees cope with stress, anxiety, and burnout.

- Regular Employee Feedback: Organizations should collect feedback from employees regarding workplace challenges and mental health concerns to improve support systems.

XII. REFERENCES

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