A Study on Nurturing Sustainable Strategies for Managing Attrition among Gen Z Employees

[1]Monika T ⓘ , [2]Densingh Joshua Israel

[1] Research Scholar, [2] Associate Professor

School of Management, Hindustan Institute of Technology and   Science, Chennai, India

monikamona33365@gmail.com

Abstract

Abstract. Attrition is simply the reduction of the number of employees in an organization calculated for every particular time. According to various studies, among today's employees, this is higher compared to the previous generations. It differs from one organization to the other according to the system that is followed in each as well as varies from one demography to another. On that note studying the new generation who are called Gen Z or Zommers or iGen, becomes very important. Attrition impacts the companies' corporate system as it leaves them with losses and sometimes debts. This is one of the major reasons organizations lose trust in their new generation and recruit them for a low salary package. On the other hand, Gen Z feels that companies are exploiting them with lower wages so they don't stay in any particular company for more than 6 months to 1 year which again affects the company. So attrition turns out to be a cyclic process and to reduce it organizations have to work according to the new generation of employees that is Gen Z. This paper will focus on different characteristics of Gen Z on attitude and behavioral aspects and the challenges faced by them in an organization. The study will further highlight sustainable strategies that can be used by an organization to curb attrition among Gen Z.

Keywords: Gen Z, Attrition, Sustainable management, Organizational strategies, Turnover ratio

1   INTRODUCTION

India, a country with the highest young population, will be the hub of Gen Z where technology will influence one and everything it touches as they are natives of the digital era so they are also called digital natives [2]. Gen Z, born between the mid-1990s and the early 2000s [4] is the new members of the global workforce who are around 11- 28 years old in 2023. By 2025 30% of the workforce will be filled with Gen Z [16]. This digitally native generation values purposeful work, career growth, work-life balance, and a collaborative work environment [12] They can show their full potential when the

workplace favors them with updated technology for developing their creative skills and new and innovative tasks [11]. Now the reason for the study of this particular generation is the attrition among them in recent years has increased compared to the previous generation. While further studying the needs and expectations of Gen Z, a few recent surveys were done by famous private organizations like Forbes and Deloitte. The survey from Deloitte which consolidated views of 14.6k millennials and 8.2k Gen Z from around 45 countries all over the world says that 36% of millennials and 53% of Gen Zs might leave their employees within the next two years.

According to the recent Adobe survey of 5500 workers says that 56% of those aged 18-24 are planning to change jobs in coming years. This phenomenon is called "The Great Resignation" (Falon Fatemi, 2018). There are various reasons for this but the main reasons to be highlighted are better work-life balance, a good work environment, higher pay, and opportunities for career growth [13]. To manage this issue organizations should prioritize the passion and purpose of work and provide a work culture with flexible work arrangements with training and development [14]. So this seems to be a great concern in the upcoming social world.
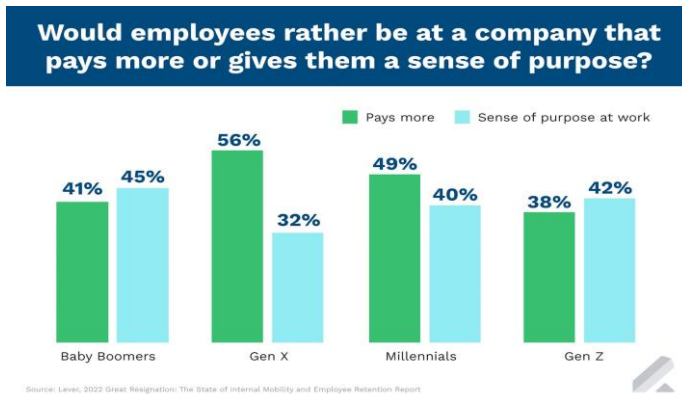

Fig 1- Lever, 2022 Great Resignation:
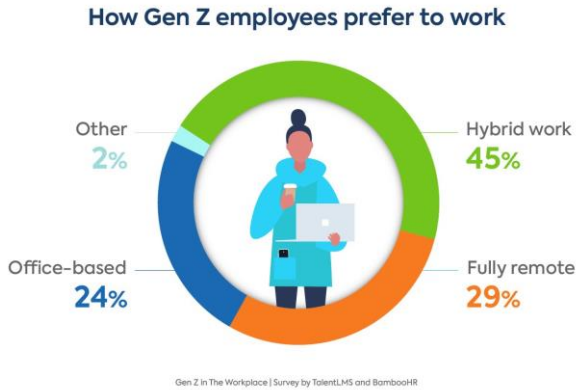Source- The State of Internal Mobility and Employee Retention Report

Fig 2- Gen Z at workplace
Source- Survey by Talent LMS and Bamboo HR

1.1   Objectives

- To identify the expectations and challenges faced by Gen Z.
- To analyze the characteristics of behavioral accepts of Gen Z.
- To derive the strategies for organizations to curb Attrition among Gen Z.

2   LITERATURE REVIEW

2.1   Personal Expectations

The study shows the influence of leadership on Gen Z's behaviors during times of crisis such as the pandemic. The intervention of implementation of leadership values according to the Gen Z expectation will prove a positive impact on work performance. Also, the study shows the significance of self-efficacy and organizational identification in the leadership process [8].

The study says that the retention of Gen Z employees depends on the fulfillment of their personal lives, job roles, and employee benefits demands. The key to reducing turnover is to alter the strategy towards Gen Z expectations [6].

2.2   Teamwork.

Gen Z wants to be agile, go together, and work in a collaborative structured environment. Various strategies must be considered to make Gen Z achieve the organizational goal and reach its full potential. A few techniques like Pick and blend or family overview methods to have a representative talk for Gen Z employees can bring a positive change and hold back the attrition rate [1].

Theories such as Person-Organization Fit (P-O Fit) talk about the attitudes, values, and beliefs between employees and employers, and Attraction- Selection- Attrition (ASA) talks about the group attitudes, values, and beliefs with the work culture with people of the same comparable values [14].

2.3   Work Environment

The emotional intelligence of an employee determines employee engagement and involvement with each other in the work environment, but emotional intelligence does not determine the job satisfaction of Gen Z. According to the study work-life balance will have a negative or positive effect on job satisfaction in turn will have an impact on emotional intelligence. So, work-life balance is one of the major needs of the hour for Gen Z [15].

Working space and culture are the major needs of Gen Z and without fulfilling their needs, it is not possible to work parallel with them it is important to note that they are going to fill the future job market, and coordinating with them is the best idea possible [9].

2.4   Feedback and Suggestion

Talking to the employees and enlisting their wants will satisfy Gen Y but for satisfying Gen Z ask for feedback and suggestions from them and try to implement that in the day-to-day work life to curb the attrition among Gen Z [1].

2.5   Ethics and Mentoring

Gen X accuses Gen Z of being a work self i.e., no work ethic but only a real self. Mentoring is needed for Gen Z to take them in a proper way by teaching those ethics and the right career growth opportunity which is the most needed by Gen Z today. Also, studies prove that more empathy toward Gen Z will improve their reliability even more [14].

3   RESEARCH METHODOLOGY

For this paper secondary data collection is used. Various kinds of literature are reviewed from articles, books, and websites and tried to segregate valid pieces of information that can be put forth for further research purposes which is necessary to make the right use of the youth i.e., Gen Z or Zoomers or iGen. Also, analyzing a few surveys done by organizations like Forbes and Deloitte gives us a way to specifically understand the characteristics of Gen Z and the reasons for attrition among them. While identifying the essentials we could derive the strategies for curbing the attrition among Gen Z.
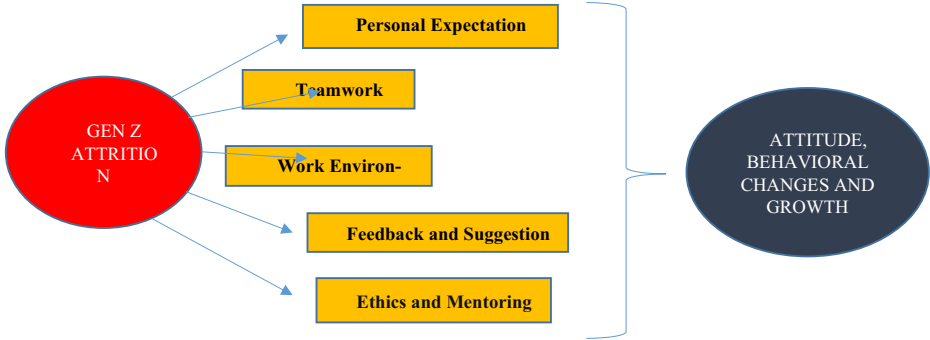
1.1 Conceptual Framework

Fig 3- Conceptual framework model

4   Analysis and Discussion

- Organizations must commit to social ethics and emphasize corporate social respon-sibility to recruit more Gen Z.
- Creating an interactive and intellectual work environment will help the organization retain Gen Z.
- To attract Gen Z, technically upgrading is important for an organization.
- Create a work culture where they may have a chance to speak and be heard.
- Offering flexible shifts might encourage them to come to the office every day.
- Provide a structure, purpose, or goal of any work beforehand that will excite them to work to attain the destination.
- Authoritative indifference will be a major concern when work is to be done with Gen Z.
- Organizations must focus on training and development programs that will help Gen Z boost their knowledge and career growth.
- Right guidance and mentorship should be provided to Gen Z so that they can be aware of work ethics and the consequences of Job Hopping.
- Good salary and incentive packages can attract Gen Z.

- Other benefits like health insurance etc can be one of the points that will help in retaining Gen Z.

5   CONCLUSION

The new generation called Gen Z or Zoomers or iGen is the future of human resource management around the world. By 2030, 56% of the human workforce will be Gen Z [17]. The organizations must work according to the expectations and needs of this new workforce. Corporate organizations are still working on the old strategies and system which is not suitable for the new generation. Alteration of systematic strategies is the only way to recruit perfect Gen Z employees and make them work to their full potential which will lead to higher productivity and retention of them in particular organizations for years. When retaining Gen Z has become a challenge of the hour, the only way to curb attrition is to work a new and suitable strategy that will take their interest, needs, and expectations hand in hand.

6   FURTHER RESEARCH

Going forward the study will try to find specific goals or strategies that will satisfy the characteristics of Gen Z in an effective way and retain them in an organization. This will be done by surveying Gen Z on their needs, and expectations and interviewing them to understand their attitude and behavioral change that might impact themselves and their organizations as well. Analyzing their way of job satisfaction will give a clear picture of the real intentions of Gen Z and that will help to accurately structure the job role and other management system strategies in the corporate world.

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