Human Resource Management Transformation in Generation Z : A Bibliometric Review

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Abstract.The purpose of this study is to determine the development map of "Gen Z sales intent" from 2010 to 2022. The research is based on a literature review of various academic journals conducted using Google Scholar searches for the keywords "human resources management, turnover, Gen Z". In order to obtain a map of research and development, the acquired data is exported and displayed in RIS format. The exported data is processed and analyzed in VOS Viewer to create a bibliographic map of Gen Z sales intent. The data used in the study was 203 documents and the analysis showed the highest sales growth in 2019. This is evidenced by the ever-increasing number of author keywords in the literature. Strategic human resource management, feasible human resource management, and people engagement have potential gaps in the literature. A Gen Z-specific retention strategy proposal for promoting the Employee Development subcategory to HR, with the aim of reducing the detriment associated with the work from home perception.

Keywords: Human Resource Management, Transformation, Turnover Intention, Gen Z

INTRODUCTION

At the early year of 2020, the unsual and unanticipated rapid spread of the COVID-19 virus resulted in a total or partial suspension of all business and government operations and employees around the world are being asked to live at home. Although, business oriented corporation such as the Information Technology (IT) trade association continue to operate under the image of Internet-connected Work from Home (WFH) (Manickam, 2020). Biggest tech companies benefited from sales in the first quarter of his 2020 fiscal year, while most non-tech companies benefited from his COVID-19 pandemic and global economic activity (Zacks Equity Research, 2020). News reports say the many of employees will continue the work-from-home concept as a precautionary part to minimize the risk of a second movement of the virus, alike after the deadly COVID-19 virus is composed. (Janyala, 2020; Miles, 2020). Moreover, most employees are concerned on deficit of education and progress as one of the main issues they face afterward pandemic and subsequent global lockdown efforts forced implementation of the WFH concept (Manickam, 2020).

Losing regular employees is costly for any business due to replacement costs and hidden costs such as lost productivity and demoralization(O'Connell & Kung, 2007; Tracey & Hinkin, 2008). The expense related with leaving a capable employee can be much more advanced. Millennials, who make up a large part of the global factory floor, are treated job replacetable. If no compelling reason to continue is found, employees can change jobs and earnestly seek occupation around their careers. (Gallup, 2016). After all, future personnel are a key source of competitive asset (Michaels, Handfield-Jones, & Axelrod, 2001). Fascinating and accomodating them has become a strategic preference for companies (Ashton & Morton, 2005).

Regardless, millennials are the most important part of the workforce in every country. As this study relates to millennial workers, it is important to discuss the meaning and characteristics of this generational category. In the current survey, the definition of millennials is that "those born between 1981 and he 1996" are considered millennials (Dimock, 2019). Millennials are projected to make up over a third of the global workforce by 2020 (Facts, Millennial Careers). Millennials generations have unique characteristics. For example, in addition to team orientation and an affinity for technology, they prefer personal attention and a high regard for their skills. Millennials have different expectations than older employees, making it difficult for managers to understand what really motivates them (Meola, 2016). Known for their ability to transform the workplace and create new work environments, this generation prefers to work in groups, is highly capable of multitasking, and redefines the employer-employee relationship (Swan, 2016). Still, millennials have a decrease tolerance for traumatic jobs, that could cause decrease task pleasure and engagement (Abate, 2016). A 2017 study by Gallup found that 87% of employees worldwide are not engaged. This represents an alarming stage with strong indicators for managers to address this situation and remedy the situation by taking precautionary measures to encourage employee engagement. Employee engagement has been studied by many academics, but little research has been done on its precursors and its impact on millennials. The significance of higher expertise Gen Z people is underscored through researchers, calling for brand new strategies and techniques to higher apprehend work-associated variations between generations.. (e.g., Goh and Okumus, 2020). The Media and news usually report on generation problem in spite of little empirical data (Casey, 2016), scientist have made great efforts to address important management challenges associated with different particular groups. For some case, researchers have attempted to assist recruitment attempt by suggesting difinite differences in career preferences and expectations between Generation Z and other generations for working in the hospitality business (Goh and Lee, 2018; Goh and Okumus, 2020). One of these attractiveness strategies is to focus on workplace behavior, including the fun aspect. Provides a visual career path with a quick career ladder. Simplify your trip by offering travel options and flexibility. Ensuring Equal Opportunity and a decent and sustainable working situation (Goh and Okumus, 2020). After all, understanding the differences between Generation Z and Baby Boomers (BB, born 1946-1964), Generation X (born 1965-1980), and Generation Y (born 1981-1994) requires more discrimination. A tailored approach is crucial. This difficulty is label in this article by submitting a new way to gaining factual ability about generation groups and their latent traits.

Generation Z is a tech-savvy, digital-native generation. Such generational integration is a major challenge for many companies (Francis and Hoefel, 2018). The purpose of this research is to examine the drivers of adoption of Generation Z, as the workforce of many organizations will soon be the future. This look at fills an opening withinside the literature in transforming human resource management, especially for Generation Z.

Q1. What research has been done in the field of human resource management transformation in generation Z, in detail of the definitions, theories, research themes, research methodologies and settings?
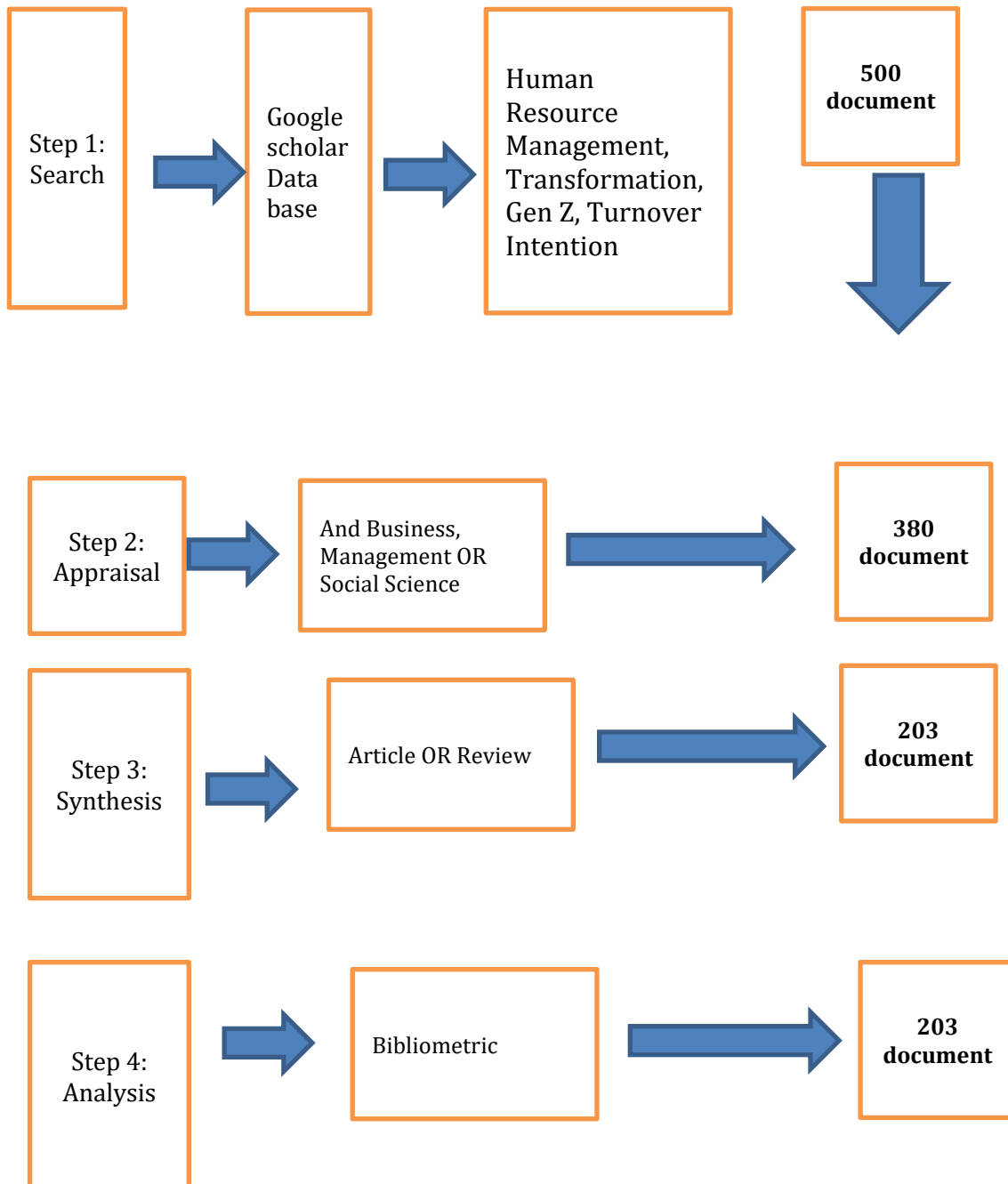
Q2. What are the future inquiry agendas in the human resource management transformation in generation Z?

A major generation Z is an emerging workforce (born between 1995 and 2009), most of whom will graduate and get in the manpower (Goh & Lee, 2018). Over every four years, Gen Z will make up more than 20% of all his jo of all jobs for him (Deloitte, 2017). This is an important workforce team to consider as they become future leaders in the hospitality industry. Despite his Gen Z's pivotal role in the Limited research has been conducted to clarify the general attitudes of workers. In such studies, Gen Z workplace characteristics were characterized by demonstrating self-confidence, embracing team dynamics, aspirations for future career security, desire for fun at work, and prioritizing independence over micromanagement. is known (Ozkan & Solmaz, 2015). This demographic team is highly motivated and willing to work hard, but may lack the basic hospitality trades required in the workplace (Deloitte, 2017; Park & Gursoy, 2012). Gen Z also organization want to use social media, offer chances to work in multiple countries, and afford ongoing assesment in formal yearly audit (Self et al., 2019).

This article has attempted to identify motivations that can help improve company overall performance and worker retention. This article therefore clarifies that literature review by retaining motivational theory as the basis for investigating the motivational factors relevant to this study. Development of Generation Z Employees. Maslow's Needs Hierarchy theory explains that each person's genetic intentions develop gradually throughout life (Jonas, 2016). The final element of the hierarchy of needs includes basic physical needs, security needs, love or belonging needs, and esteem needs. The top of the pyramid subsist of the need for self-actualization. Maslow's theory helps us understand the needs (demands) of our employees from his various HRM practices. Shin et al. (2013) explain HRM practices for employee improvement as an organizational functional activity or tool that can design value that can inspire people to meet their self-realization needs. According to Jonas (2016) and Jerome (2013), employees are more likely to be in the workplace when they are progressively developed in terms of their skills and career progression through appropriate learning systems within the organization. You come to believe that it is your own personal meaning. professional life by providing a more or less responsible job in the future.

METHOD

This study includes all documents on talent management, transformation, revenue intent, and generation z released to the Google Scientist index in the last 12 years (2010-2022). Expanding the search through consist of document titles, abstracts, and keywords beyond the Google Scientist dataset using search terms returns 530 documents. Then filter again by Human Capital Management, Transformation, Attrition Intent or Sales Intent or Terminate Intent or Turnover or Employee Turnover and you get 203 documents. Finally, filtering this dataset by English yielded only 203 total published journal articles for this study. Third, combination is step by step with the creation of an analytical framework using the data set. In this study, we apply the Bibliometrix package of the R programming language (Warnes et al., 2015) and the VOSviewer software (Van Eck & Waltman, 2010) to visualize and present bibliometric results.

Step 1: Search → Google scholar Data base → Human Resource Management, Transformation, Gen Z, Turnover Intention

500 document

Step 2: Appraisal → And Business, Management OR Social Science → 380 document

Step 3: Synthesis → Article OR Review → 203 document

Step 4: Analysis → Bibliometric → 203 document

RESULTS AND DISCUSSION

Author keywords were analyzed using VOSviewer. VOSviewer is a software tool for creating and visualizing literature networks in collaboration with (Baker et al, 2020). This is because standardized weights, such as number of occurrences and overall connection strength, are used to measure the relevance and strength of relationships within identified node networks. , including author, keyword, institution or country (Baker et al., 2020; van Eck & Waltman, 2017). Figure 1 shows the author's visualization of the keyword network. Use color, square size, font size, and connecting line thickness to show relationships to other keywords. For example, keywords with the same color were often listed together.
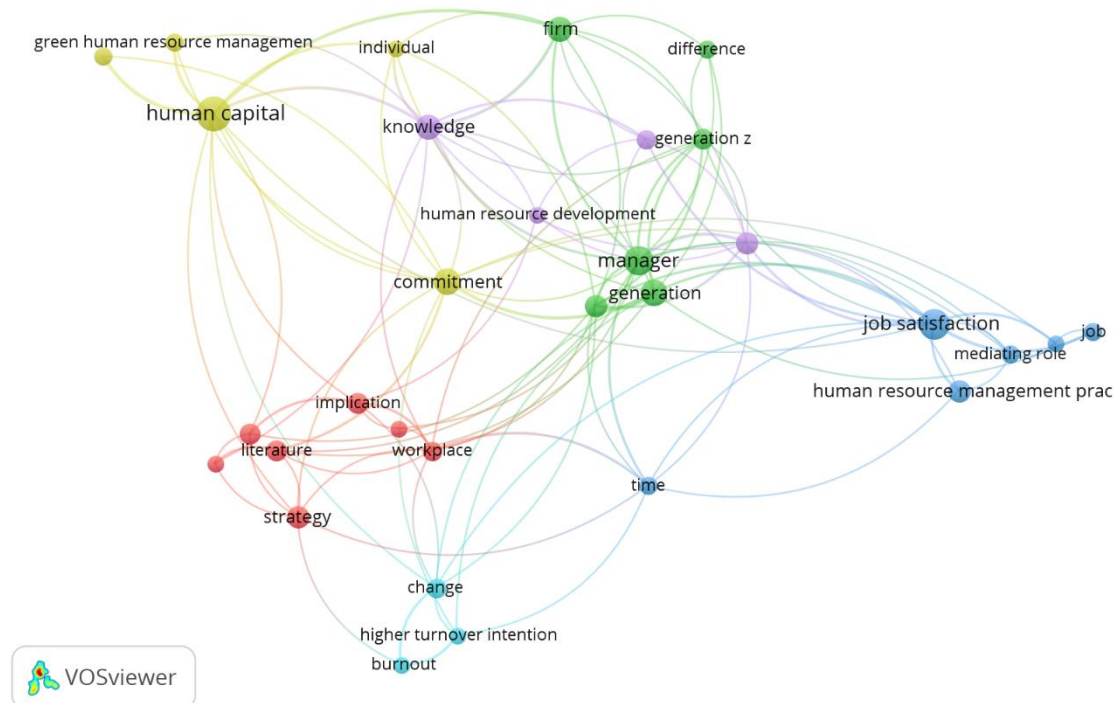
The picture above shows that topics such as job satisfaction, human capital, human resource management practice, are topics that are often researched, while topics that are rarely researched or still little researched include green HR Management and Generation Z HR Management.

Conclusion

This opinion piece responds to a request for research from a variety of leading talent management and workforce studies on Gen Z workers. First, in this paper, E. Goh and F. Okumus Tourism Management Perspectives 33 (2020) 100603 4 (Goh & Lee, 2018; Solnet et al., 2016) and other individual typical (Baum et al., 2016). This white paper also focuses on a specific capability management group, Gen Z, to demystify the complexities of talent management (Thunnissen, 2016). More importantly, the core of this paper is practical research on management by developing practical recruitment strategies to make the hospitality business more appealing and attractive to his Generation Z.

The main of this study is for the future research areas can be derived from the results of the VOSviewer map. This can be found from the ever-increasing number of author keywords in the literature. Strategic HR Management, Sustainable HR Management, and Employee Engagement have potential gaps in the literature. A proposal for Generation Z particular retention strategies to elevate the employee evolution subcategory under the Human Resources task, with the aim of reduce the weakness associated with the work from home theory.

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