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Title: Retention policies to be applied to Generation Z at Siemens Mobility, Portugal.

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Abstract/Purpose: This paper aims to develop the readers' understanding of the retention strategies of Gen Z through various stages of employee life cycle management while understanding their characteristics and expectations they have from the organisation. It is important to understand this cohort and key strategies to be applied for bringing out the best in this new emerging young workforce. Motivating and empowering Generation Z employees requires moving from the conventional workplace model and making a ground-breaking shift to embrace the change for meeting the desired organizational goals. They are readily concerned with fuelling their passions and taking pride in the work they do.

Design/methodology/approach: Gioia Methodology has been applied to this qualitative research by interviewing Gen Z employees and line-managers working closely with Gen Zs. This methodology is a qualitative data analysis method with an inductive approach developed by Dennis A. Gioia, Kevin G. Corley, and Aimee L. Hamilton.

Findings: Gen Z has fastidious characteristics, goals, and expectations that make it unique amongst other employee segments. They are intrapreneurs having high career aspirations and education preferences, digital natives with an innovative mindset. They want flexibility and independence and freedom at their workplace for them to thrive. They are extremely aware of the power of diversity and importance of inclusion in the workplace and would want the organisation to implement and practice. It takes more than monetary benefits to retain Gen Z in a company. They value honesty over anything else in their leaders. They favour an open dialog and have a strong desire to be heard and to be valued for their opinions/ideas by their managers. Sustainability has seen an increased presence in modern education and has encouraged Gen Z to include it in their values. Integrating corporate social responsibilities in practice helps to establish a strong relationship between an organization and Gen Z. To avoid high rates of turnover, it is extremely important for employers to meet expectations of Gen Z by redrafting HR policies and practices for driving work performance, job satisfaction, and organizational commitment, so that they resonate with them.

Keywords: Retention policies, Gen Z, employee life cycle.

Paper type: Research paper

1. Introduction.

Generation Z is the workforce of the foreseeable future. They were born between 1997 and 2013 (WEF; (Schroth, 2019). While Gen Z shares many traits with the millennial Generation, they also bring in new patterns of behaviour (Schroth, 2019). Gen Z currently make up approximately 30% of the world population and are expected to account for 27 % of the workforce by 2025 (World Economic Forum). They are now the youngest constituents of the workforce, following the millennial generation (B. K. Chillakuri, 2020). Gen Z has emerged as a population increasingly worthy of attention, especially now as their older members enter young adult-hood. And while they share a number of characteristics with Millennials, their formative years have been shaped by a drastically different world, resulting in key differences in attitudes, tendencies and outlook. In an ever-changing workplace filled with multiple generations, Gen Z are making their mark. Despite their young age, they are highly educated and more ethnically and racially diverse than any other generation.

Gen Z was born into a world of peak technological innovation where information is immediately accessible and social media increasingly permeating. Gen Z rely on their tech savvy and extensive social networks to make informed purchasing decisions. Gen Z has grown into engaged, conscientious stewards of the world by being socially minded, independent thinkers, who recognize their responsibility in shaping a more equitable future for all. Authors Arar & Yüksel (2015) based on their study of common characteristic features and expectations of

Gen Z's states that, an organization in which organic structure, flexible working times, self-offices with state-of-art; if possible, telecommunicating exists, instead of managers, leaders appear would be more appropriate.

Professionally active making them independent, mature, and achievement/oriented (Schroth, 2019). They are more willing to relocate than X and Y Gen as mobility and knowledge of foreign languages are part of their characteristics. Expectation of feedback seems to be of great value to this generation. They have as many terms as possible: iGeneration, Gen Tech, Online Generation, Post Millennials, Facebook Generation, Switchers, "always clicking" (Krakow University of Economics & Dolot, 2018). They easily change their workplace, looking for versatility and to escape from routine as stability is not of prime importance. Gen Z have an informal, individual, and straight way of communicating, and social networking is a vital part of their lives, characterized by a Do-It-Yourself mindset generation (Dangmei & Singh, 2016). The most distinctive traits of the Generation Z are reliance, freedom, individualism, addiction to technology and speed (Berkup,2014).

This study is the need of the hour for SIEMENS Mobility which is posed with a challenge of retaining Gen Z. SIEMENS Mobility, the company has marked the development of Portugal's infrastructure in the areas of energy, industry, mobility, and technologies for buildings currently employing 360 professionals. SIEMENS Mobility is focused on integrated, digital, and connected mobility. It is the competence center for Intermodal Solutions, Data Scientists for Digital Services and Railway Engineering Hub.In Portugal, they are distributed between Lisbon and Aveiro location, with maintenance centres in Porto, Aveiro and Setúbal. Post pandemic the company has been facing challenges in retention of the Gen Z, where the exit of this talent pool has caused the company a considerable loss in terms of the time invested in training and development and the monetary investment required for hiring and selecting new hires, and the indirect costs associated with employee turnover, such as decreased productivity and knowledge loss. In addition, the disruption caused to the project timelines due to the non-availability of the required talents.

2. Literature review.

Researchers have made several studies trying to understand the characteristics and the nature of this demographic cohort. The overall finding based on the review of the literatures, following characteristics define Gen Z (Schwieger & Ladwig, 2017)

- They value hard work that is duly rewarded.
- They are independent, resilient and realize they must work hard to achieve.
- They value trust, fairness, loyalty, and respect from their employer.
- They are ambitious, self-starters and entrepreneurial.
- They are creative and appreciate personalization.
- They plan for the future and are willing to learn on their own.

Highlighting through the study of collective consciousness as an underlying mechanism offers an understanding that shapes generationally distinct human values and behaviours. A combination of major national and global events, personal events, social and technological vehicles played a key role in shaping Gen Z's collective consciousness, leading to several salient human values, including universalism, benevolence, self-direction, achievement, and security (Sakdiyakorn et al., 2021)

To contextualize Gen Z who are just now entering the workforce, their outlook is defined by the disruption caused by the COVID-19 pandemic. As the pandemic took its toll, some businesses froze hiring. Others that did recruit were forced to let people go, as business came to a standstill. Employees lucky enough to hold down a job have had to grapple with remote working and missing out on the hands-on mentoring, training, orientation, and assimilation that

in-person work provides. For this generation, it can seem as if disruption is the new normal. Employers need to keep this context in mind as they interact with and empower Gen Z workers, who also have qualities and attributes that make them well-suited to dynamic, fast-changing environments, opportunities, and challenges. An employee life cycle has different key stages: attraction, recruitment, onboarding, development, retention, and separation (Gladka et al., 2022). In basic terms, an employee is attracted to an organisation because of its brand or reputation. An employee will apply for a position within a company and if successful will go through an onboarding process. A company will then look to develop that employee and retain their top talent over many years, keeping the knowledge and experience within the company. Naturally, there will be a time when the employee either seeks new pastures or retires. Retention process of an employee starts at the very beginning and at every stage of the process. Author Gladka et al. (2022) proposes that an employee should be treated as a client and all the activities related to its life cycle within an organisation should be client oriented.

2.a) Retention during attraction and recruitment stage.

The attraction stage is the only stage that occurs before there is an open position in the company, also referred to as the “employer brand”. The application of branding principles to human resource management has been termed “employer branding.” Increasingly, firms are using employer branding to attract recruits and assure that current employees are engaged in the culture and the strategy of the firm (Backhaus & Tikoo, 2004). The product brands of a prospective employer appear to influence the decision-making process of potential employees and thus a company’s employee- based brand equity. This suggests a need for alignment of the employer, company, and product brands of an organisation. This is especially important when recruiting less experienced potential employees, as a consumer brand is often the only, or a dominating, signal that they receive from a prospective employer (Wilden et al., 2010)

It is the projection of the image of the company as a great place to work, both in the minds of current employees as well as potential talents in the external market. This means that active and passive talent candidates have a positive perspective of how it is to work with the company. The most powerful method in attracting Gen Z is word of-mouth with employee referrals, a continuous presence in majority of popular media platforms, facilitation of sports and social events, and promotion in schools and universities (Sidorcuka & Chesnovicka, 2017). Authors Backhaus and Tikoo (2004) have defined employer brand image in analogous terms. Functional benefits of the employer brand describe elements of employment with the firm that are desirable in objective terms, like salary, benefits, leave allowances. Symbolic benefits relate to perceptions about prestige of the firm, and the social approval applicants imagine they will enjoy if they work for the firm. In the context of recruitment, potential applicants will be attracted to a firm based on the extent to which they believe that the firm possesses the desired employee related attributes and the relative importance they place on those attributes.

Gen Z values flexible schedule, followed by innovation and promotion possibilities in the organisation (Sidorcuka & Chesnovicka, 2017). Ambler and Barrow (1996) has evaluated ‘Employer Branding theory’ as the amalgamation of principles of managing marketing and human resources and it is defined as ‘the package of functional, economic and psychological benefits provided by employment, and identified with the employing company’. They further state that employer brand equity is an intangible asset in the minds of existing and potential employees that has been built up by good marketing and HR practices. It can be measured, just as any other brand equity can, and valued. This employer branding theory has been further established and extended by author Berthon et al. (2005) confirming Amber and Barrow’s (1996) proposed three dimension’s i.e functional, psychological and economic factors and also revealed additional new two factors. The five-factor structure are: Interest

value and Social value capturing the psychological benefits; Development value and Application value extends to the functional benefits; both the theory highlights the 'Economic' value as part of the employer attractiveness. This may imply that these factors have a positive impact on employee engagement.

Authors Backhaus and Tikoo (2004) have emphasized the base for employee branding is through external marketing of the employer brand establishes the firm as an employer of choice and thereby enables it to attract the best possible workers. Internal marketing helps create a workforce that is hard for other firms to imitate. By systematically exposing workers to the value proposition of the employer brand, the workplace culture is moulded around the corporate goals, enabling the firm to achieve a unique culture focused on doing business the firm's way. Author Mahmoud et al. (2020) states that human resource department and business should reflect their understanding of workplace motivators and demonstrate its existence, by doing so, they create robust employer brand promoting positive attitude in existing employees. The current employees would be proud to work for a strong-branded company; thus, that can lead to success in attracting the best new Generation Y and Generation Z talent. Through value proposition framework's findings, author Sengupta et al. (2015) suggests a six-factor value proposition model for internal employer branding—career potential values, justice values, employee engagement values, feelgood values, comfort values, esteem values; and a five-factor value proposition model for external employer branding—image and fundamental values, job structure values, work culture values, reference values, and pride values. These values have also been found to be correlated with age.

Nguyen & Nguyen (2022) based on hypothesis and research model, conclude through their findings that, if managers aim to improve the employee engagement and performance, the employer attractiveness building strategy is an effective solution that they need to choose. Employer attractiveness has a positive impact on employee performance. Employee engagement has a positive impact on the employee performance. When employees fit to company culture, they are more likely to stick with the company longer. Author Muscalu (2015) advocates, human resources recruitment has a high level of human resource management activities. Knowledge and proper application of recruitment is essential for the effective functioning of the organization, depending on the outcome of recruiting the best employees in the organization. For an organization to succeed and survive, must combine rational use of internal and external sources of recruitment. Author Schawbel (2014) highlights effective retention practices start with good hiring practices-qualified and motivated people will stay longer. Gen Z values their workplace with diversity in terms of fields of speciality, genders, cultural & ethnic backgrounds, religious belief, and income levels.

Author Aggarwal et al. (2022) through his study which is also first of its kind to analytically validate the integration of various workplace factors like compensation and benefits, flexible work practices, rewards and recognition, career development, feedback seeking behaviour, volunteering work, multiple technology solutions having positive and significant impact on Gen Z employees for driving job satisfaction, task performance, and affective organizational commitment. He further concludes based on the study that to avoid high rates of turnover, it is extremely important for employers to meet expectations of Gen Z by redrafting HR policies, so that they resonate closely with them. Author Pandita (2021; Vol.14 No. 3/4, 2022) in addition to the existing literature on "Generation Z" and "Employer Branding," has linked both in the paper with a qualitative study and proposed a model to build Generation Z's employer brand through innovative talent management practices. Creating an employer brand with diversity practices, with an innovation mindset, that supports the culture of collaboration, that supports a flexible environment and that accords to community. The most important attributes of employer's attractiveness appeared to be flexible schedule allowing to combine work and studies; the job itself, which is interactive, varied, communicative, exciting, connected with new IT; and a corporate image of the company as famous, growing, dynamic (Sidorcuka & Chesnovicka, 2017). The employee value proposition (EVP) enables an employer to

successfully attract potential and retain existing employees provided 1) if on the labour market, the “perceived” EVP corresponds to all those specific requirements that potential employee requests from the future employer; 2) if internally, the “received” EVP meets all formed expectations of the employee. (Gladka et al., 2022).

2.b) Retention during Onboarding and development stage.

Onboarding occurs after the company has recruited the talents, whose period is critical to getting the new hires well-adjusted to the organizational environment and performance aspects of their new job as quickly and smoothly as possible. Onboarding process will be the first impression employees have of the company and has the potential for setting them up for success. It can also mean the difference between a successful, long career in the organization and a dissatisfied employee who leaves for a competitor in short order. Author B. K. Chillakuri (2020) through his interpretive approach of study identified six essential variables like meaningful work, performance management, work-life balance, personal connect, understanding the bigger picture, and learning and development that could be addressed in the onboarding enabling the Gen Z to quickly onboard the organization. This study also contributes to the human resource management literature by adopting a Gen Z lens, reconfirming that onboarding is a very crucial aspect of human resource management function.

Onboarding practices help to reduce the inevitable uncertainty and anxiety newcomers experience, bring greater clarity and understanding to their new role, and help them make sense of their new environment. Author Schroth (2019) emphasizes on the best practices for onboarding new entry-level employees advocated by practitioners and supported by research data include the following: a) Providing check list: Include a specific timeline, goals, responsibilities, and resources/support available for the first day, first week, first month, and three months. b) Facilitate communication: Have Q&A sessions with senior leaders, HR, key staff, and co-workers with whom they will be interacting and are integral to their success in the company. Have an orientation program with other new hires to facilitate socialization and get to know co-workers. c) Reinforce existing culture and sense of purpose: Explain the significance of their new role and how their presence makes a difference for the team. Reaffirm their decision to join the company. Reinforce the existing culture using success stories, especially stories that communicate effort and persistence, learning from mistakes, and growth and achievement. The more personalized an example the better. d) Provide feedback channels: As a manager, set aside a block of uninterrupted time to spend with the newcomer to answer questions and address concerns. Make sure feedback goes in both directions.

Talent recruitment and onboarding processes must be digitised to attract talent with the right skills and provide a seamless experience to new employees. Automation of the onboarding and other HR processes are more consistent, time-efficient, and a better way to welcome and retain new hires. As technology transforms the world, HR should focus on embracing automation and other technologies that promise efficiency, service effectiveness and cost savings. The singular focus of such technology deployment should be driving value through talent (Balasundaram & Venkatagiri, 2020). An effective onboarding process enables new hires to gain access to information, tools and materials needed to perform their function more quickly. Productivity generated by successfully onboarding a new hire sooner will have a direct, positive effect on the overall productivity of the company (Snell, 2006). New hire’s induction programs can be customized for that individual rather than traditional one-size-fits-all program. Augmented reality/virtual reality (AR/ VR) would help new hires to be guided with various office processes and layouts to make sure that employees become productive from day one. Author Chillakuri (2020) concludes that it is fundamental for the organizations to be ready in meeting the demands of the Gen Z by designing a well-structured onboarding program with a view to understand their expectations, values, attitudes, thinking, behaviours. The onboarding solutions that the organizations’ design must be consistent, personalizing,

and should provide a positive new hire experience. Employees' experience of an organization starts from the day they give the interview, and therefore managers need to provide a realistic view of what job entails. Authors Sidorcuka & Chesnovicka's (2017) research highlights most of Gen Z staff have short-term desires and are not planning long-term employment in one company, they are ready to leave their current employer in search for better opportunities, innovation, novelty. This lack of loyalty to their present employer and fast changing priorities of Gen Z require permanent adaptation to their needs and values, active permanent communication, quick reaction to change and continuous innovation in the companies. Flexible norms at the workplace have a positive impact on job satisfaction and work effectiveness (Aggarwal et al., 2022).

Organizational socialization, or onboarding, is a process by which newcomers make the transition from being organizational outsiders to being organisational insiders" (Bauer et al., 2007). The goal of organizational socialization is to facilitate newcomer adjustment (Van Maanen & Schein, 1979)(Feldman, 1976). Adjustment means that new employees understand the key tasks of their job (i.e., role clarity), have confidence in their ability to perform the key tasks of their job (i.e., self-efficacy), feel like they are an accepted member of the organization (i.e., social acceptance), and understand the organization's culture (e.g., goals, values, norms). Socialisation matters just as much to individuals as it does to companies. A successful organisational socialisation process can result in effective employees with positive work attitudes who remain with the organisation for a longer time, whereas ineffective socialisation can lead to premature of employees from their jobs or to the ineffectiveness on the job, which often restarts the recruitment and selection cycle for the organisation, leading to loss of time and resource (Bauer & Erdogan, 2011).

Authors Van Maanen & Schein (1979)(1934.Pdf, n.d.) defined six organizational socialization tactics: (a) Collective v/s Individual socialization tactics: Collective learning produces standardized responses to situations. Individual socialization practices give each newcomer a unique set of learning experiences that allows heterogeneity in their responses and adopt innovative orientations. (b) Formal v/s Informal socialisation tactics: Formal tactics increases the degree of sharing common norms and develop custodial orientations. Informal tactics newcomers became part or work groups, and learning takes place on the job. (c) Sequential v/s Random and Fixed v/s variable socialization tactics: These deal with the content of the information given to the newcomers via socialisation. Sequential provides the newcomers explicit information's concerning the experience they will go through in the organisation. Fixed tactics provide them with precise knowledge of timetable associated with completing each stage in the process. By contrast, variable tactics provide no information about when the newcomers may reach the certain stage in a learning process and , when a process is random, they do not know the consequence of its stages. Thus, random, and variable practices will increase newcomers' level of uncertainty since thy are missing information concerning their organisational futures. (d) Serial vs disjunctive and investiture vs divestiture: In the serial tactics, experienced organisational members act as role models for the newcomers but in disjunctive process newcomers must develop their own definitions of situations because no other or prior role incumbent's role are available. For this reason, disjunctive process is likely to result in active , innovative role orientation. Divestiture results custodial responses. Investiture reinforces newcomers' beliefs in their own competency results in innovative role orientations.

While Van Maanen and Schein (1979) argue that sequential tactics will lead to role conformity they also argued that variable tactics will lead to custodial response because variability causes anxiety that motivates people strongly towards conformity. However, it seems more likely that when the future is uncertain, variable tactics will encourage innovative responses especially in organisations in which newcomers' abilities to deal competently with uncertain situations govern upward mobility. For similar reasons, fixed socialization tactics may not lead to

innovative responses, but to custodial ones, because individuals will have no desire to rock the boat if they can clearly see the pathways to their future statuses from the beginning.

Figure 2.b(1) A classification of socialisation tactics

Tactics concerned mainly with	INSTITUTIONALIZED	INDIVIDUALIZED
CONTEXT	Collective	Individual
	Formal	Informal
CONTENT	Sequential	Random
	Fixed	Variable
SOCIAL ASPECTS	Serial	Disjunctive
	Investiture	Divestiture

Author Gareth Jones (1986) further refined the six organisational socialisation tactics of Van Maanen & Schein (1979) into three categories based on the functionalities.

- a) Contextual (collective–individual, formal–informal)
- b) Content (sequential–random, fixed–variable).
- c) Social (serial–disjunctive ,investiture–divestiture)

These three groups of tactics can be specified along a range. At one end of the range is the 'institutionalized' group of tactics representing structured socialization process (collective, formal, sequential, fixed, serial, investiture). The other end of the range is the 'individualized' group of tactics referring to an informal, unstructured process (individual, informal, random, variable, disjunctive, divestiture). His findings highlight's the following:

- Innovative role orientation is the main outcome of individualized practices, or conversely, that institutionalized tactics are the tactics most likely to produce custodial role orientations.
- Social rather than context types of institutional socialization tactics will have more effect on newcomers' transitions into organizations.
- Institutionalized socialization tactics result in considerably stronger custodial orientations when individuals possess low rather than high levels of self-efficacy. It appears that individuals low in self-efficacy more readily conform to definitions of situations offered by others.

Author Gruman et al. (2006) was first to integrate two perspectives by simultaneously investigating the relationships between newcomers' self-efficacy, proactivity, and organizational socialization tactics. As most studies have focused on either the organization's perspective or the newcomer's perspective. He emphasizes through his findings newcomers are more likely to engage in proactive behaviours when their socialization is structured and formalized. When socialization is more individualized, newcomers are less likely to seek feedback and information, build relationships, and socialize. Secondly, self-efficacy is an important predictor of newcomer proactivity even when organizational socialization tactics are considered. Thirdly, newcomer proactivity partially mediates the relationship between self-efficacy and socialization tactics with a number of socialization outcomes. Finally, feedback-seeking and information-seeking moderated the relationship between socialization tactics and several socialization outcomes. The relationship between institutionalised socialization tactics and socialization outcomes was much stronger for newcomers who engaged in less feedback-seeking and information-seeking.

Author Ashforth et al.(2007) study highlights how socialization processes (socialization tactics and proactive behaviour) jointly affect socialization content (i.e., what newcomers learn) and

adjustment. The author highlights through his work:(1) institutionalized socialization and proactive behaviour are each associated with newcomer learning, (2) the socialization processes and learning are each associated with various forms of adjustment, and (3) the socialization processes are associated with adjustment, while controlling for learning. The author examines a relatively comprehensive model of socialization that considered organization-driven socialization tactics and individual-driven proactive behaviours as a joint process. The results indicate that, while both socialization tactics and proactivity substantially predict learning, how newcomers are socialized has substantive and symbolic value over and above what they actually learn. Author Korte's (2010) research explains the socialization process from a relational perspective providing compelling evidence that relationship building is a primary driver of the socialization process in organizations based on the study of organizational socialization experienced by new engineers recently hired into a large, global manufacturing company based in the US.

Author Lu (2012) study links the theory of goal interdependence and socialization tactics literature. This study testifies to the role of serial and investiture tactics on predicting newcomers' psychological perception of goal interdependence between them and their teams. Results indicate that serial and investiture tactics (providing role models and positive social support to newcomers) are an important condition for realizing cooperative goal interdependence and in turn lead to effective adjustment. This further explores the effects of different goal relationships on newcomer adjustment and retention, indicating that cooperative goals between newcomers and working teams lead to high organizational commitment and job satisfaction and strong co-worker relationship. Competitive and independent goals lead to low commitment and satisfaction and high intention to quit. This study contributes to socialization tactic literature by exploring the mechanisms underlining the relationship between serial and investiture tactics and newcomer adjustment and retention. It contributes to the theory of goal interdependence by analysing serial and investiture tactics as important antecedents of goal interdependencies between newcomers and their teams.

Author Kowtha's (2018) study contributes to the literature by investigating the moderating effects of formal professional education and prior related experience (PRE) on the relationship between organizational socialization tactics and socialization outcomes. The results highlight that social and content tactics have a significant impact on role outcomes, whereas contextual tactics do not show any main effects. PRE moderates the relationship between (1) content tactics and role conflict and (2) contextual tactics and organizational commitment. Professional education moderates only the relationship between tactics and role clarity; specifically, the relationship between (1) social tactics and role clarity and (2) content tactics and role clarity. Role conflict and role clarity mediate the relationship between tactics, and role orientation and organizational commitment respectively. In other words, PRE and socialization tactics interact to influence how newcomers learn to negotiate potentially conflicting and stressful demands arising in their work environment. Institutionalized tactics allow newcomers to gain knowledge of organizational work culture and also, access to insiders across the organization. Newcomers can draw on their existing knowledge from their experience and the new knowledge provided by tactics to chart the course through conflicting situations. Similarly, newcomers with a higher PRE seem to be more committed to the organization presumably because of acceptance within the organization. Professional education seems to have a dampening effect on newcomer's learning, whereas PRE evidently helps them better learn their roles. The effects of professional education might very well be attributed to an unrealistic and idealized conception of their roles for some newcomers with no exposure to the realities of the workplace. This study also demonstrated that role conflict mediates the relationship between tactics and an innovative role orientation. Organizational socialization tactics and newcomer adjustment are important because they are associated with several workforce outcomes. As summarised by Bauer & Erdogan (2011), organisational socialization is influenced by newcomer characteristics and behaviours as well as organisational efforts.

Newcomer adjustment is associated with important employee and organisational outcomes such as satisfaction, commitment, turnover, and performance.

Strategic talent management is a need, and it must evolve to help organizations grow their young talent base in face of the changing workplace environments. Gen Z's innovative mindset, coupled with their high career aspirations and distinct working styles and attributes, necessitates a need for flexibility and self-assurance. This demands a flexibility of being independent and confident. The research study in identifying the behavioural factors affecting talent management found that the core code of individual attributes in the basic concept of recruitment and recognition of talent, and training code in the core concept of talent development, and codes of leadership style, appreciation, and reward in the main sense of talent retention have the most listed codes in the selected studies (Shahi et al., 2020). Gen Z want to invest in a job that invests in them. The essence of "Role development" as an effective retention strategy of key talent through talent management (Pandita & Ray, 2018). Managers can best prepare the Gen Z employees for the workplace by taking time to help manage their expectations by providing them with a realistic job preview during the job interview process, so they understand both the positive aspects and challenges of the job (Schroth, 2019). Managers who work with and manage Gen Z employees needs to be patient and detailed in setting their expectations. Gen Z are not keen on annual reviews, they prefer constant communication and feedback. Author Aggarwal's (2022) research finding indicates that the feedback can be both positive as well as negative. The level of trust between the employees and the supervisor that enables the employees to seek negative feedback about their work, in a comfortable manner. In addition, HR managers need to correlate the significance of feedback-seeking behaviour, not only with work performance but also with cohesive team dynamics and the collective outcome.

The study on leader member exchange (LMX) is consistently correlated with member job performance, satisfaction (overall and supervisory), commitment, role perceptions, and turnover intentions. LMX should continue to play a major role in models of dyadic perceptions and individual performance (Gerstner & Day, 1997). Leaders who practice LMX differentiation should understand that their behaviours will be judged against norms of fairness that exist at the work group, organizational, and even regional or market levels. They should pay particular attention to how all their group members are evaluating their differential behaviours and attempt to align these behaviours with accepted norms of fair behaviour. Specialized training for leaders in how employees evaluates and respond to ethical and fair, leader behaviour in different contexts may be particularly useful (Henderson et al., 2009). Author Bauer (2007) through research found that appraisal information to be the strongest predictor of newcomer adjustment, newcomers should consider seeking information regarding how well they are doing in their jobs and what else they can do to increase their level of success on the job. This has been further emphasised by authors Pandita and Ray (2018) by incorporating a structured approach is setting Gen Z's goals and explaining each goal's and how it feeds into organization's overall mission, values, and vision. They also propose following initiatives arise out of good talent management practice— performance management, reward strategies, learning & development programs keeps employees skills updated and career management and planning including succession planning. While money is important, it's not the only consideration when it comes to their career growth. Gen Z is driven by an innovative mindset to achieve their goals. Gen Z wants more flexibility in their careers. Organizations also need to understand that modern technology means that employees do not need to be tethered to their desks. This has challenged the system and changed the concept of company culture. Technology plays a significant role in overall human development and has already put Gen Z ahead of the curve. With the technology available widely, this generation has seamlessly incorporated it the same in their everyday lives (Barhate & Dirani, 2021). Gen Z values freedom. And this characteristic translates to their 9-5 workweek, they prefer to work for companies that give them the chance to create their own schedule. Author Pandita (2021)

emphasizes that it is essential for the organisations to consider the Gen Z workplace the preferences so that an effective channel of communication is set up with the help of employer branding. It is vital to understand what motivates them to be associated with an organization. Gen Z prefers career development by doing meaningful work, independent working styles but mentored by seniors, flexible working, core values of the organisation. Gen Z prioritizes and values diversity and inclusivity in the organisation more than X and Y Gen. Lastly, two-way communication is of the utmost importance for Gen Z in workplace as they want to be heard, though they have been termed as “Digital nomads”, they prefer in-person communication. These indicates that Gen Z would prefer workplace that is less hierarchal and more about ideas and contributions.

Gen Z brings new ideas and insights to the workforce along with a savviness for technology to try new things and create new strategies for the information era. Organizations can expect young talent to pick up new technology platforms, rapidly analyse data, and contribute to a dynamic work environment. Technology-driven learning and collaboration initiatives can help develop a more skilled workforce instead of relying on traditional training programmes. Author Jayathilake et al. (2021;vol.28 No.7,pp.2343) through their conceptual framework highlights that democratize learning, reverse mentoring and intreprenurship as key adaptations to retain Gen Z employees and enhance organizational performance to secure the competitiveness. Developing employees to help them grow with the organization and training them for the expertise needed to contribute to business success also builds loyalty and improves employee engagement. With Gen Z in the workforce the expectations from managers are growing each day. Gen Z are inquisitive and impatient. Lack work experience the advent of the smartphone and popularity of social media, social justice movements, and growing up in a culture of safety are the factors that have influenced Gen Z’s individuality. Managers have an additional responsibility to constantly monitor the employee’s interest to work to prevent professional burnout, career stagnation (Gladka et al., 2022).

Author Schroth (2019) states Gen Z’s have the fear of failing in a leadership role and a lack of confidence required to lead as the main reasons they would not take on more leadership responsibility in their roles. The challenge for the managers is to recognize and then develop those who have a fixed mind set to have a growth mindset. Managers are now expected to relate to their Gen Z teams in a way that maximizes their engagement, well-being, and performance, while also facilitating personal change. Coaching can focus on developing a specific skill set to improve performance or enhancing emotional competencies to increase engagement and well-being. This cohort generation is more readily concerned with fuelling their passions and taking pride in the work they do. Gen Z wants to work in autonomy, organizations must start focusing on mentoring rather than managing (Pandita, 2021). The fact that they are young and new in the jobs, regular coaching and development conversations are key aspects to fuel the future performance of individuals (B. Chillakuri, 2020). Authors Barhate & Dirani (2021) highlights that Gen Z’s expectations of having meaningful relationships at work extend to their relationship with their supervisor, who is expected to play a mentoring role in Gen Z’s career development. They care about having managers who can coach them, who value them as individuals and employees, and who help them understand and build their strengths. Authors Grow & Yang (2018) through their research presents the expectations of leadership of 98 Gen Z student’s - “fairness, respect, leads by example, focused on CSR” and “promoter of work/life balance.” Soft skills ranked highly, including qualities such as “flexible, organized, empathetic,” and “good listener,” friendly, open-minded,” and “relatable” supervisors and passionately motivating managers. Gen Z employees want a positive, communicative leader who provides mentorship and other developmental opportunities for ambitious team members. Overall, listening, understanding, sharing stories, and then setting some developmental goals together can make a big difference not only in the quality of the leader-member relationship but in effort, attitude, and quality of work performed (Gabrielova & Buchko, 2021). Author Sigaeva et al. (2022;p14of19)

research sheds light on a key issue, namely how a leader can influence the psychological resources of Gen Z employees. The findings of the study are supported by the theory of Resource conservation theory (COR), which states that supporting and enhancing employees' psychological resources can influence employees' hope and trust in leaders and job commitment, further the study confirms that psychological capital directly affects the work engagement of Gen Z employees, influences their work quality and organizational development, and reduces employee turnover. Author Walumbwa et al.(2011) highlights through the research the link between ethical leadership and performance by showing LMX, organizational identification, and self-efficacy as mediators, managers should consider the nature of the relationship they develop with their direct reports and how to raise employees' confidence levels. Ethical leadership is instrumental for the effective functioning of organizations. Ethical leadership can have an impact not only on ethics-related outcomes, but also on performance. Thus, organizations may find it useful to emphasize both leader and follower selection and training so that ethical behaviours are exhibited by and rewarded in employees. Training initiatives to include ethics as a core component of all leadership education and development program.

Authors Pradhan & Jena,(2019) emphasize through their hypotheses study that transformational leadership significantly influences employee's innovative work behaviour. Also finds meaningful work to partially mediate the relationship between transformational leadership and employees' innovation. Authors Sidhu & Nizam (2020) highlight through their research finding that coaching has a 31.8% positive impact on employee performance. Further, their research conclude coaching has a 63.5% positive impact on rewards, which means rewards could benefit managers in organization in two ways where they could use rewards to complement coaching as well as reward coaches for performing optimal coaching to enhance their coaching skills. Employee engagement is a two-way exchange of effort between employees and employers. Authors Markos & Sridevi (2010) in their research suggest ten points or strategies called "the ten tablets" for managers that work of employee engagement starts at day one through effective recruitment and orientation program, the work of employee engagement begins from the top as it is unthinkable to have engaged people in the organizations where there are no engaged leadership. Managers should enhance two-way communication, ensure that employees have all the resources they need to do their job, give appropriate training to increase their knowledge and skill, establish reward mechanisms in which good job is rewarded through various financial and non-financial incentives, build a distinctive corporate culture that encourages hard work and keeps success stories alive, develop a strong performance management system which holds managers and employees.

The process of rewards and recognition forms an important part of the talent management strategy to motivate, engage and manage employees better. Authors Kirchmayer & Fratričová (2018), in their study based on the data collection method of empathy-based stories (MEBS) to identify factors of work motivation among Gen Z business students found that "Reward" was the third major factor of motivation. Author Aggarwal (2022) indicates that there is a clear benefit of having a reward and recognition system for Gen Z employees, as they like to feel appreciated. Gen Z employees are attracted to the companies that recognize their efforts and skills, they look forward to occasions where they are getting social recognition, which boosts their morale and provides them personal fulfilment. Employee survey and focus group can be a good point to initiate Rewards & Recognition strategies. Authors Sidhu & Nizam (2020) reveal that rewards have a 39.2% impact on employee performance. Therefore, rewards are considered a significant predictor of employee performance. Author Acheampong (2021) extensive study on reward strategies to recruit and reward Gen Z's highlights life's experiences and personal traits are significant determinants of Gen Z's work values and reward preferences. Subsequently, Gen Zs' extrinsic (competitive salary, value for fringe benefits, work-life balance, flexible work, career advancement opportunities, job security, positive work environment) and intrinsic work (opportunity for training and skill development, mentoring

/reverse mentoring, autonomy, content of work and job satisfaction, positive co-worker relationship, supervisor support, CSR) motivations are shaped by their personal experiences and those of their parents when growing up. Author Mahmoud's (2020;p.193) study on generational differences between Gen X, Y and Z in valuing the sources of overall employees' motivation at workplace indicates that the six motivators regress differently to employees' overall motivation. Extrinsic regulation-material is a valid source of overall work motivation for Generation Z only. Intrinsic motivation contributes more to Generation Z employees' overall work motivation than it does for Generation X and Generation Y. Rewards & recognition denote the proper acknowledgment, appreciation, and prompt incentivizing of an employees' effort. Gen Z employees need to be constantly motivated to perform their best, and on-the-spot recognition is what they seek. By simply recognizing employees, employers can maximize productivity, reduce employee turnover, and increase employee loyalty.

Corporate social responsibility (CSR) can be seen as part of the emblematic organizational attributes. To express organizational identity, reinforcing commitment to sustainable development and stakeholder engagement, organizations report their CSR activities (Klimkiewicz & Oltra, 2017). Author Bhattacharya et al.(2008) through his research indicates that the opportunity to serve corporate social responsibility (CSR) as an effective internal marketing lever is limited by four related issues-1) Employees' lack of awareness and involvement in CSR,2) Limited understanding of employee needs fulfilled by CSR,3) Poor understanding of employee returns to CSR,4) Top-down approach to CSR. He further recommends five steps the organisation should take actions a) to Increase employee proximity to CSR, b) Use a contingent input-output approach to make CSR decisions, c) Understand and fulfil employee needs, d) Strengthen employee identification, e) Involve Employees in Co-Creating CSR Value. CSR has been further defined and divulged as internal CSR (e.g., gender equity or business ethics) and external CSR (e.g., continuous environmental and social activities) are highly valued by GenZ. The organizations need not only to pay attention to the Gen Z ethics but also to demonstrate their commitment to societal challenges such as sustainability, climate change, hunger, and poverty (Thang Nguyen Ngoc et al., 2022).Gen Z mobilize around causes and are more socially and environmentally aware than previous generations. With the rise in the generation Z population, their morals count more than ever before. While the expectation for cultural, racial and gender diversity has been steadily increasing generation over generation, Gen Z sets itself apart by placing a strong emphasis on workplace diversity, setting new expectations for organizations. Gen Z have been raised in times of political strife and global crisis, sparking a strong aspiration for equality and inclusion. Author Schroth (2019) underlines the notion of equality is important to Gen Z, with 91% believing that everyone is equal and should be treated that way.

Author Daya (2014;p.299) used a mixed-method approach in her study highlights that inclusion is created through systemic transformation at organisational, interpersonal, and individual levels. The key inclusion elements that need to be transformed at an organisational level include "senior leadership", "organisation climate", "organisational belonging", "communication" and "transparent recruitment, promotion and development". This generation is bringing these motivations to the workplace and in doing so reshaping businesses to prioritize diversity, inclusion, and gender equality. Author Richard et al.(2003) emphasizes on a contingency theory-based hypothesis that diversity's association with performance was subject to firms' level of innovation. The results suggest that a racially diverse workforce in conjunction with an innovation-focused business strategy may provide firms a competitive advantage. The organization must develop an intercultural group climate in which diversity becomes characteristic of the organization and is perceived as a positive feature. In addition, differences should be open to discussion, be appreciated and should be considered. While this idea might be obvious, organizations might often fail to realize it and may rather tend to emphasize similarities among employees by downplaying the relevance of cultural differences for the organization in the interest of community spirit. (Luijters et al., 2008).

Graczyk-Kucharska et al., (2020;p.163) research reveals Gen Z students desire group work and international colleagues, and strongly desire remote work, task-based work, a high salary, working at something they are passionate about, and working at an innovative firm. A new proposed research-based framework, DITTO, by Pichler et al.(2021) which captures specific recommendations for organizations on diversity, individualism and teamwork, technology, and organizational supports. Pichler is confident that organisations should implement DITTO framework for managing diversity, individualism and teamwork, technology, and organizational supports, as it can leverage the uniqueness of Gen Z and support an increasingly diverse workforce. The framework also serves a dual purpose: each of these mechanisms, while closely tied to the unique characteristics of Gen Z, also supports all workers, and ultimately leads to improved well-being and productivity of the broader workforce.

Gen Z influence policies to reflect their desire for social, racial, and environmental justice (Ferraro et al., 2022).The company's initiative based on a talent management strategy will make employees more engaged and productive in the long run (Panday & Kaur, 2022). Authors Lin & Wang (2022;p14of18) using the fuzzy Delphi method have evaluated 19 influencing factors for development of sustainable employment relationships and indicate that the organization should have a forward-looking approach to realize the talent's preferences to facilitate attracting and retaining talents. The generational effects must be considered when deliberating upon how to enhance the positive effects of talent retention in practice. Author Stahl et al.(2016) has researched talent management processes and practices in a sample of 37 multinational corporations suggests that competitive advantage comes not primarily from designing and implementing best practices but only if they align closely with all elements of the HR system, link to the business strategy, and are embedded in the leadership philosophy and value system of the firm.

2.c) Retention during Retention and Separation stage.

The main obstacle in retaining young talent is the gap between the expectations of iGen applicants and what companies offer (Maioli, 2017).The focus of many organizations today is the retention of their key talents. In the face of ever-changing workforce demographics retaining organizational knowledge is the multifaceted challenge that requires concurrently confronting problems created by aging workforce, shrinking talent pool, and increasingly restless employees. Knowledge retention solutions should be part of company's business strategy and customization is a key characteristic of any knowledge-retention solution (De Long & Davenport, 2003). Employees along the employee life cycle will look for new challenges elsewhere, or for the roles that better suit their needs. In today's competitive environment, retaining talent is heavily reliant on four main drivers of job satisfaction: compensation and benefits, work environment, career development and growth, and work/life balance. Retention of top talents is not an easy task, but by taking heed to these four key areas of job satisfaction, organizations can reduce the odds of losing top talents to a retention-focused employer (Messmer, 2006). Undertaking employee research and developing strategies to meet business and employee's needs are essential at keeping one stage ahead of the employee life cycle. The opportunity for advancement, job security and compensation are the top three reasons for leaving an organization in order of relative importance. The fact that compensation was not the most important factor (Oladapo, 2014). The effectiveness of talent management system has proved positive outcomes for the employees. Continuous skill up-gradation is also needed for retaining the technical workforce (Panday & Kaur, 2022). Organizational supportive environment is a key factor described as a facilitator for organizations to spur organizational intrapreneurial activities, which means providing quality work and having better retention policies is essential for the growth of intrapreneurs (Singh Ghura, 2017). Author Bartrop-Sackey et al.(2022;p.8of10) based on the findings of Ghanaian context the talent retention strategies highlights that, the strategies used in retaining talents of the university include fair handling of staff promotions, settling lawsuits and legal tussles,

training and development measures, performance appraisals, awards and recognition of talented staff, giving of responsibilities and allowances, provision of a conducive office environment and office space for staff and better conditions of service for its talented staff members. Entrepreneurship and grit are the potential factors driving turnover in Gen Z and proposes that from managerial practice perspective, if firms want to retain young talent that is entrepreneurial, they should assess new hire's ability to handle challenging situations (i.e., grit). Grit is a potential solution for reducing employee turnover. Organizations need to create an entrepreneurial climate that matches the entrepreneurial spirit of their future employees (Boyer et al., 2020). According to Microsoft's recent report where 20,000 employees from 11 countries were surveyed 52% of Gen Z and millennial workers, said they were likely to consider changing employers during the year. 73% of Gen Z and Millennials said they would stay longer at their jobs if it's easier to change roles internally. Employee retention is the organizational goal of keeping productive and talented employees and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance. Employee retention is important to team building and cohesion in the workplace so employees can come to trust and depend on each other.

Employee turnover is the percentage of employees that leave your organization during a given time. Turnover rate is not just a metric. Employers should analyse it from different angles to better understand the information hidden behind that number. The intention to leave the organization can be predicted through analysing organizational insatiability, imposition of quantitative approach for managing talents, openness in organization communication, insufficient financial benefits. Talented employees are the backbone of any business success and therefore, employers need to motivate and retain them in the organisation to be competitive in the market. Management should encourage job redesign-task autonomy, task significance and task identity, open book management, empowerment of employees, recruitment and selection must be done scientifically with the objective of retaining employees (Ongori, 2007). Poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system and toxic workplace environment are the factors for the employee turnover (Abbasi & Hollman, 2000). Author Winterton (2004) indicates job satisfaction, labour market opportunities, organizational commitment, and ease of movement are in the processes affecting an individual's intention to quit, and actual separation from the job. Author further states that the framework offers four key areas of action: promoting job satisfaction; building organizational commitment; altering employee perceptions (of alternative employment opportunities); and reducing ease of movement to decrease labour turnover and promote skills retention. Author Dwesini (2019) research establishes that managers in hospitality industry use a wide range of strategies including human resource management practices, organizational culture and commitment, compensation, skills development, engagement and embeddedness, job satisfaction and a work-centred work environment, to reduce high labour turnover. Further, recommends that the first step in developing effective retention strategies is identification of the causes of high turnover. Person - environment fit in an organisation increases both positive and negative consequences. The positive consequences included harmony, cooperation, high levels of morale, a climate for well-being, and low levels of turnover and absenteeism. The negative consequences proposed included an inability to adapt to larger environmental turbulence yielding ineffectiveness for the organisation in the long run. But both the positive and the negative consequences emerge as correlates of good person-environment fit (Schneider, 2001). Authors Amos & Weathington (2008) have highlighted through their research that values can influence employees' attitudes. Specifically, either the congruence of or the discrepancy between individual and organizational values can relate to job satisfaction, organizational satisfaction, affective and normative commitment, and turnover intentions. When individual employees' values match those of their organization, they are likely to report higher levels of satisfaction and commitment and lower levels of turnover intent. Thus, several researchers through their studies have highlighted Gen Z and their relationship with HR policies and practices for enhancement of job satisfaction, task

performance, and affective organizational commitment as key factors for decreased turnover in this cohort.

3. Research Method.

This research work has been initiated with the literature review of understanding characteristics and expectations of Gen Z and their effect on the retention of talents through various stages of the employee life cycle management. I have accessed following databases like B-on.pt, EBSCOhost, ProQuest and Google scholar to collect literatures for review. Gioia Methodology has been applied for this study. This methodology helps researchers to apply systematic conceptual and analytical discipline that leads to credible interpretations of data and also helps to convince readers that the conclusions are plausible and defensible. (Gioia et al., 2013). This means that I have adopted inductive, qualitative research with corresponding to semi-structured interviews. Research shows that rigorous development of a qualitative semi-structured interview guide contributes to the objectivity and trustworthiness of studies and makes the results more plausible (Kallio et al., 2016). To be able to decipher and influence the acquired data, Gioia method has been used. The sample interviewees “informants” selected across the departments using the year of birth 1997 and onwards as the criteria for the interview. I have interviewed eight Gen Z employees from Siemens mobility (Lisbon, Portugal). Six male informants and two female informants, with their academic background being engineering (5) and non-engineering (3) with experience ranging from minimum one month (trainees) up to two years (employees) in the organisation. The interviews lasted between 30 to 45 minutes.

The interview questions were open-ended, which allowed the participants to freely express their experiences, thoughts, and feelings. The interviewees were explained the purpose and the objective of the interview. Question asked during the interview were the following: What motivated you to join the company? What do you like most about your job? Do you feel valued and recognised? How about the people you work with? How is your experience working with your manager? Three things I like about my company. Three things I like less about my company. What kind of changes would you like to see in the company? The purpose of these questions was to understand their characteristics, their driving factors was to join the company, their experience once they were on-board, the challenges faced and their expectation from their team members, their aspirations from managers and from the company itself. In addition, I also interviewed five line-managers, two male subjects and three female subjects associated with organisation anywhere between 5 years to 15 years and are working closely with Gen Zs to understand from their point of view, the challenges they face working with this cohort.

3.a Data Analysis.

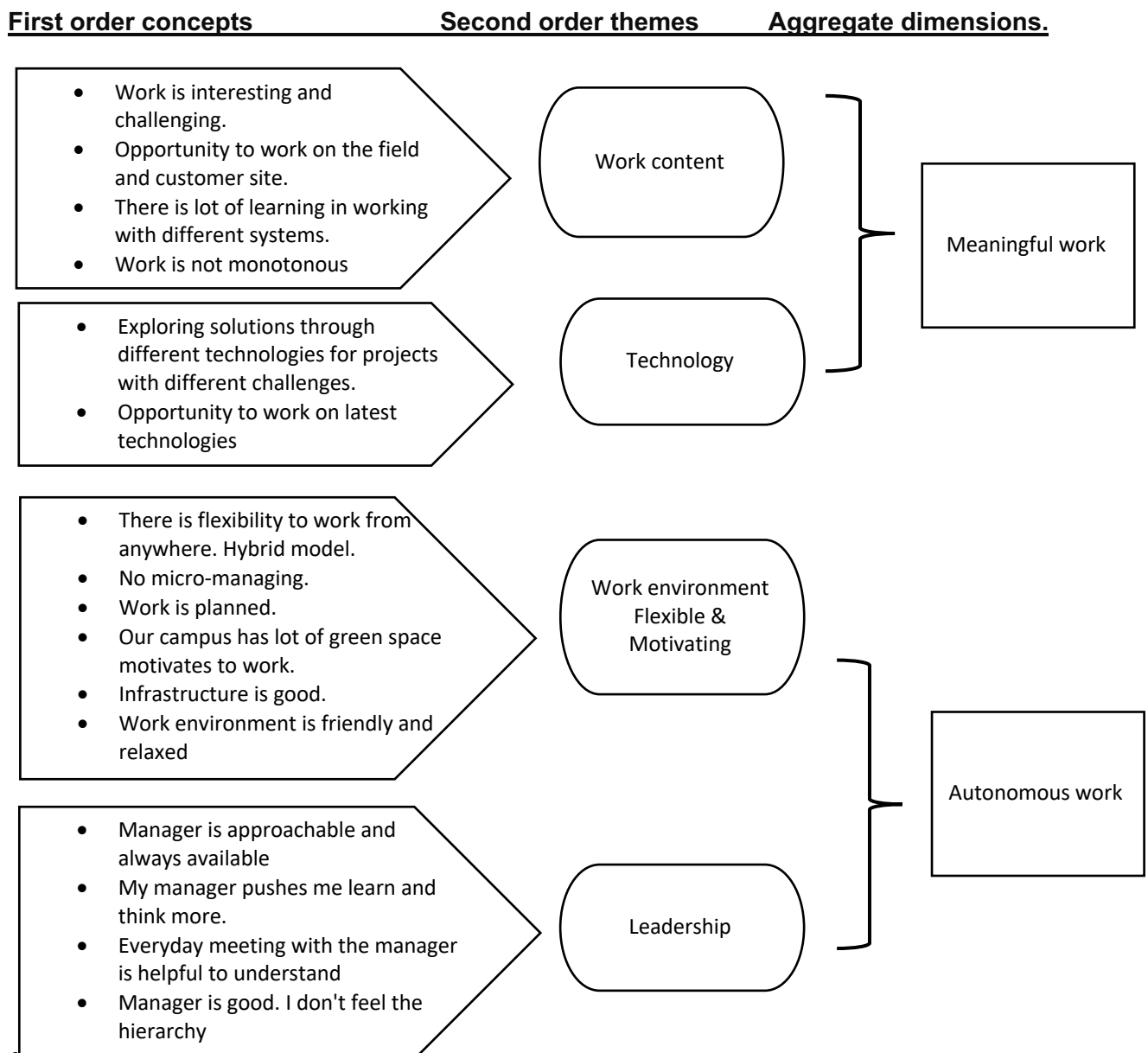
To analyse the qualitative data collected from the “informants”, the key principles of Gioia Methodology for analysing qualitative data was applied. The beginning of the analysis consists of developing the first-order concepts based on the data shared by the informants, followed by developing the second-order themes (the emerging themes suggest concepts that might help to describe and explain the phenomena that are being observed) to finally developing the aggregate dimensions. This approach involves following steps: Considering the interviews conducted as the foundation, the transcripts are coded and analysed to establish a set of First-order concepts, followed by a list of Second-order themes, which is further distilled into an aggregate dimension. With 1st-order concepts and 2nd-order themes and aggregate dimensions as the basis for building a data structure, which visualises the emerging concepts and themes as well as the process of arriving at them. This is perhaps the most pivotal step in the entire research approach because it shows the progression from raw data to first-order

codes to second- order theoretical themes and dimensions, which is an important part of demonstrating rigor in qualitative research (Gioia et al., 2013).

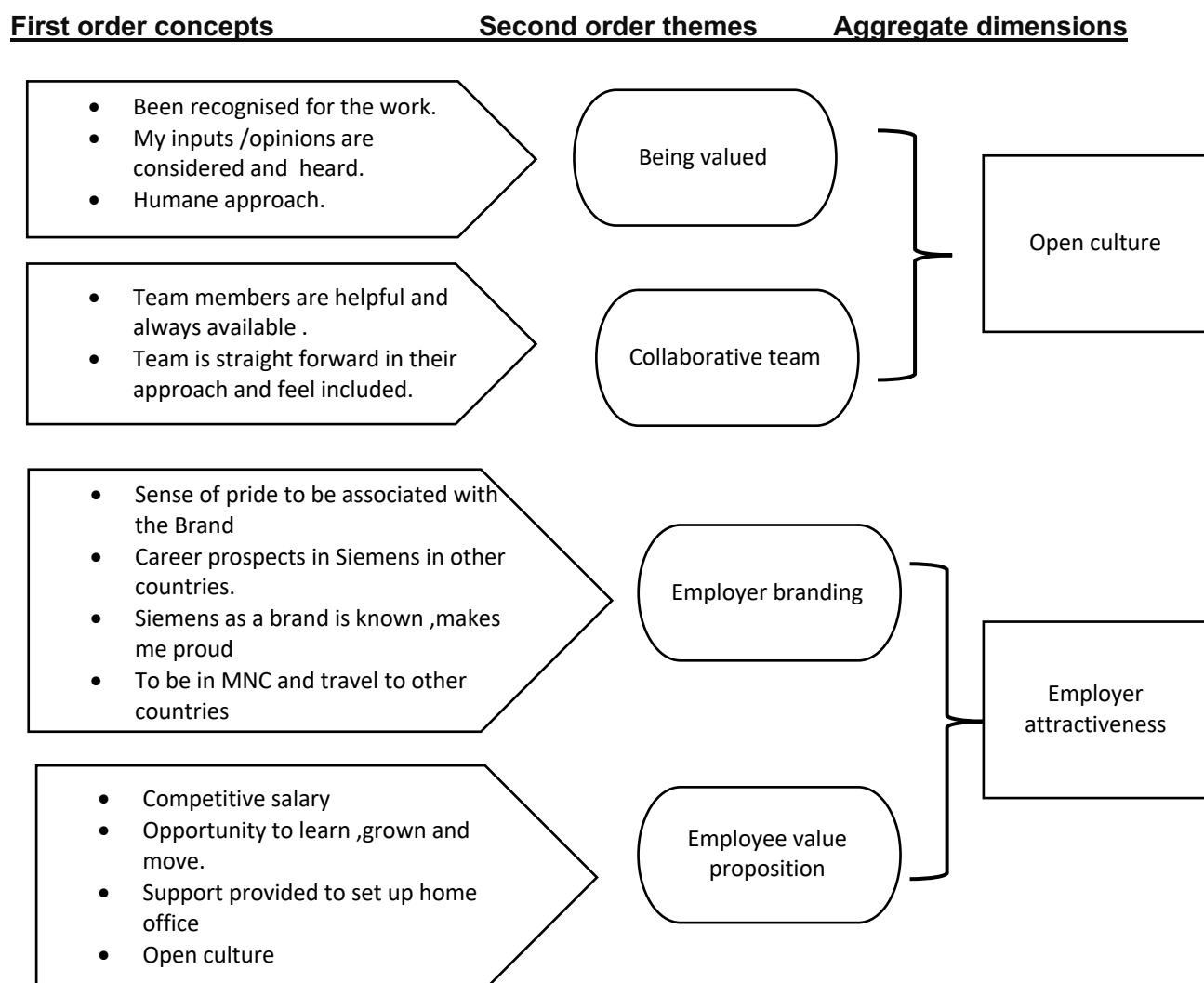
4. Findings.

Data structure details the three interpretive orders namely First order concepts, Second order themes and Aggregate dimensions. First-order concepts were clustered as indicated in the left-side column of Figure 1. This figure offers a detailed list of the direct themes emerging from the interviews. Direct themes were subsequently aggregated into eight major second-order themes, resulting from the interpretations of the direct themes. As familiarity with the data increased, four final aggregate dimensions were identified that provided a conceptually simple and refined yet encompassing summary of the data. (Appendix 2 provides illustrations of interview data, direct evidence from which it was possible to draw second-order themes). The aggregate dimensions represent the four key elements (1) Meaningful work (work content & technology), (2) Autonomous work (work environment & leadership), (3) Open culture (being valued & collaborative team), (4) Employer attractiveness (employer branding & employee value proposition).

4.a) Figure 1. Data Structure.



4.a) Figure 1. Data Structure. contd.



4.b) Meaningful work.

Work content and technology were derived as second-order themes from the qualitative data shared by the informants, when they were asked about their driving/motivation factor to join SIEMENS Mobility and the interesting factors about their job. This further resulted in the first element of aggregate dimensions 'Meaningful work'. SIEMENS Mobility is focussed on integrated, digital, and connected mobility. It is a competence centre for intermodal solutions, data scientist for digital services and railway engineering hub. The opportunity to work in transportation/railways and energy sectors was the primary motivation factor for the informants to join the company. As mentioned by one of the 'informant' "railway and energy sectors motivated me to join". Their experience to learn new technologies from scratch and to deploy it was a challenging and exciting moment for them. Being challenged on the job motivated them to learn on their own and collaborate with their team within and outside (Pandita (2021), (Jayathilake (2021), (Singh Ghura (2017)). As another 'informant' stated "challenging work motivates me as there is learning involved". Having the opportunity to learn and being challenged on the job, most of the informants mentioned that the work is not monotonous. Additionally, working on the field/ at the customer site gave them an opportunity

to see the bigger picture, and not confined to the component they were working as indicated by an 'informant' "working closely with the customers is motivating as it helps me understand the bigger picture". "The opportunity to work at the customer site using the new technologies that I have learnt is motivating" was told by one of the 'informant'. Technology has played huge role in most of the 'informants' decision in the joining the organisation (Aggarwal et al., 2022) (Pichler et al., 2021) (Barhate & Dirani, 2021) as it is the latest and most sought out in the market currently. Apart from meaningful work these informants also see how the technology they learn and deploy in their work makes difference to outside world. Radically different than Millennials, Gen Z informants have an entirely unique perspective on careers and how to define success in life and in the workforce. True digital natives, with help of right tools and space their creativity can be ignited.

4.c) Autonomous work.

The second element of aggregated dimensions is "Autonomous work" which is the result of the second order themes - work environment and leadership. A work environment refers to the fundamentals that encompasses the atmosphere in which employees work and has an impact on them. As one of the informant stated " Our work environment is super relaxed. It's friendly work environment as there is not too many formalities involved". Post-covid company introduced 'Hybrid model' which has become a key factor for Gen Z to decide before joining the organisation as it provides flexibility and freedom, "Hybrid model gives me freedom to work anywhere" was expressed by one of the informant. Most of the informants optimistically responded about the infrastructure provided by the company, where one of the informant conveyed "Our campus has lot green space its motivating to work here". Freedom and flexibility were also shown by the immediate managers. Managers through their leadership abilities have made a positive impact on most of the informants (B. Chillakuri, 2020) (Barhate & Dirani, 2021) (Grow & Yang, 2018) "My manager gives me the flexibility in time as long as work is done". The fact that the manager delegates tasks with confidence and never micromanage had positive impact on the informant. As voiced by another informant "My manager is approachable and always available to address my requirements." Managers have constantly adapted to new situations, encourage their team members to reach their full potential, and deliver their best work (Gabriellova & Buchko, 2021), as told by the informant "My manager is supportive and understanding, he pushes me to learn and think more". "Though he is having a busy schedule, my manager makes time to teach us practically about the other projects where we are not directly connected to" was mentioned by another informant. Managers ensure they have regular team meetings / one-one meetings with team members and encourage them to present solutions to problems, rather than solving problems for them, "Everyday meeting with my manager is helpful to understand the task involved and it also gives me sense of direction" was stated by one of the informant. Managers have continuous two -way communication with their team (Markos & Sridevi, 2010). They have a clear understanding of the organization's vision and share it with their team in a way that motivates them. " I don't feel the hierarchy while working with my manager, he is friendly" as voiced by the informant.

4.d) Open Culture.

Being valued and collaborative team evolved as the second order themes from the qualitative data collected from the informants, which was further refined to 'Open culture' as the third element of aggregated dimension. Effective managers motivate their team members to do their best work. They make their team members feel valued, supported, and empowered (Markos & Sridevi, 2010) (Barhate & Dirani, 2021). They feel they're successful when their team is successful. As stated by one of the informant "I feel recognised and received good feedback." Managers show a genuine interest in employees' career development acknowledge improvement and not just deliverables, as told by one the informant "I have been

given more responsibilities". They take time to discuss their direct report's long-term career aspirations and help them understand potential career paths within the organization (Pradhan & Jena, 2019) ,(Sigaeva et al., 2022), as expressed by one of the informant "My manager has given me the ownership of the component that I have been working on". Managers remain calm and productive under pressure and cope well with change (Grow & Yang, 2018). Managers allocate tasks and set schedules keeping in mind people's capacity and development goals, as mentioned by one of the informants "I have grown in my role steadily". Results-oriented managers ensure performance standards are maintained. They work with team members to help remove blockades and get the team workable outcomes from team meetings. It's not only the managers but also the recruitment team who have made an impact on few of the informants where one stated that "Interview process was good. Though most of the interaction happened online, they made me feel like they cared". Collaborative team approach also played an important role for the informants as most of them had joined immediately after their university. Transitioning from the academic world to the corporate world can be intimidating as one of the informant said "My team members were straightforward, felt being part of the team from day one". Being new in the organisation and trying to remember most of the information shared during the orientation process can be exhausting and feel lost, "My colleagues are always available when I needed help" was stated by one of the informant. Finding the correct balance between autonomous working, teamwork and collaboration skills will benefit each team member's individual strengths to keep the workforce engaged and efficient (Graczyk-Kucharska et al., 2020) (Pichler et al., 2021)., as voiced by one of the informant "We are always helping and learning from each other". While working as team as equals, to come up with the ideas or make decisions together to complete a shared goal is challenging but an enriching experience and which further paves way for friendship as expressed by one of the informant " I have a good relationship with my team, and they are also my friends".

4.e) Employer attractiveness.

The final element of aggregated dimension is employer attractiveness which was distilled from the second order themes- Employer branding and Employee value proposition. The qualitative data collected from the informants was in response to the things they love about their company and things that can be better. SIEMENS is a global and a renowned brand and being part of this brand instills a sense of pride in most of the informants (Ambler and Barrow, 1996)(Backhaus & Tikoo, 2004) as expressed by one of them "It gives me a sense of pride to be associated with the Brand." " Siemens as a brand is known ,makes me proud when I share this with my family and friends was mentioned by another. The opportunity of having career prospects not only in Portugal but in many other countries was one of the most loved factors as the Gen Z would like to not to be confined to one place or country (Berthon et al., 2005) (Wilden et al., 2010) as told by one of the informants "There are ample career prospects in Siemens in other countries" This would also enhance their understanding about work and culture of other countries as voiced by one of the informants " I wanted to join a MNC and have the opportunity to travel other countries, SIEMENS offers that". Additionally, Employer Value Proposition (EVP) which is company's core benefits that builds up to the wider employer brand (Gladka et al.,2022) (Sidorcuka & Chesnovicka, 2017) (Pandita, 2021). Open culture of the organisation is much appreciated by most of the informants as mentioned by one of them "open culture is encouraging specially when we join immediately after our university". SIEMENS offers competitive salary as per the market standards, this was received with mixed response by the informants as one of them stated "Salary offered by SIEMENS is competitive but can be better". The benefits like shuttle services and support provided by the company to set-up home office has been valued by the informants, as told by one of the informant "My company provides supports to set-up home office, whereas couple of my friends' company don't provide any support". " company provides shuttle services which is an add advantage" was voiced by another.

5. Discussion.

This research work started with the topic, “retention policies to be applied to the Gen Z in SIEMENS Mobility”. The objective of this work was to seek out answers apart from the monetary aspect that would help the organisation to retain Gen Z talent. The study also focussed on understanding the characteristics of this cohort which defines their personality. They are socially minded, independent thinkers, who recognize their responsibility in shaping a more equitable future for all. Professionally active making them independent, mature, and achievement/oriented (Schroth, 2019). Expectation of feedback seems to be of great value to this generation (Krakow University of Economics & Dolot, 2018). The most distinctive traits of the Generation Z are reliance, freedom, individualism, addiction to technology and speed (Berkup,2014). A combination of major national and global events, personal events, social and technological vehicles played a key role in shaping Gen Z’s collective consciousness, leading to several salient human values, including universalism, benevolence, self-direction, achievement, and security (Sakdiyakorn et al., 2021). Apart from understanding the characteristics of Gen Z, the study also focussed on the retention of the talent at each stage of employee life cycle which has been discussed extensively in the literature review.

Gioia Methodology has been applied for this study. This methodology helps researchers to apply systematic conceptual and analytical discipline that leads to credible interpretations of data and also helps to convince readers that the conclusions are plausible and defensible. This approach involves following steps: Considering the interviews conducted as the foundation, the transcripts are coded and analysed to establish a set of First-order concepts, followed by a list of Second-order themes, which is further distilled into an aggregate dimension. With 1st-order concepts and 2nd-order themes and aggregate dimensions as the basis for building a data structure, which visualises the emerging concepts and themes as well as the process of arriving at them. This is perhaps the most pivotal step in the entire research approach because it shows the progression from raw data to first-order codes to second-order theoretical themes and aggregated dimensions, which is an important part of demonstrating rigor in qualitative research (Gioia et al., 2013). The study revealed four key aggregated dimensions based on the qualitative data received by the informants. (1) Meaningful work (work content & technology), (2) Autonomous work (work environment & leadership), (3) Open culture (being valued & collaborative team), (4) Employer attractiveness (employer branding & employee value proposition).

5.a) Meaningful work: Work content & Technology.

While compensation is the one important factor in deciding on a job, Gen Z values salary less than every other generation (Oladapo, 2014) as they are driven by an innovative mindset to achieve their goals. Managers incorporating a structured approach in setting Gen Z’s goals and explaining each goal’s and how it feeds into organization’s overall mission, values, and vision, and will be able to see the difference they would make to the outside world through their work. (Pandita and Ray, 2018) (Schroth ,2019). Gen Z prefers career development by doing meaningful work, independent working styles but mentored by seniors, flexible working, core values of the organisation (Pandita, 2021) (Aggarwal et al., 2022). This Generation want to be deeply invested in their work and know their time and effort have real meaning. Having the opportunity to learn and grow and taking up challenging work not only engages them but also motivates them to stay in the organisation for a long time. Organizations need to realize that Gen Z wants work that matters. They want to invest their time in worthwhile projects and know that their efforts are making a difference. Most of Gen Z have short-term desires and are not planning long-term employment in one company, they are ready to leave their current

employer in search for better opportunities, innovation, and novelty (Sidorcuka & Chesnovicka, 2017).

Organizations also need to understand that modern technology means that employees do not need to be tethered to their desks. Technology plays a significant role in overall human development and has already put Gen Z ahead of the curve. With the technology available widely, this generation has seamlessly incorporated it the same in their everyday lives (Barhate & Dirani, 2021). As technology transforms the world, HR should focus on embracing automation and other technologies that promise efficiency, service effectiveness and cost savings. The singular focus of such technology deployment should be driving value through talent (Balasundaram & Venkatagiri, 2020). This generation prefers complete integration of various workplace factors like compensation and benefits, flexible work practices, rewards and recognition, career development, feedback seeking behaviour, volunteering work, multiple technology solutions having positive and significant impact on Gen Z employees for driving job satisfaction, task performance, and affective organizational commitment (Sidorcuka & Chesnovicka, 2017) (Backhaus and Tikoo, 2004) (Nguyen & Nguyen, 2022).

5.b) Autonomous work: Work environment & Leadership.

Arar & Yüksel, (2015) based on their study of common characteristic features and expectations of Gen Z's states that, 'an organization in which organic structure, flexible working times, self-offices with state-of-art; if possible, telecommunicating exists, instead of managers, leaders appear would be more appropriate'. The Gen Z workforce has a very clear idea of what is to be considered valuable in one's life. A work environment refers to the fundamentals that encompasses the atmosphere in which employees work and has an impact on them. Gen Z are much more attentive to an alignment between their personal and work spheres. Post covid hybrid-model has become new normal, there are also notable benefits like improved work-life balance, more efficient use of time, control over work hours and work location, burnout mitigation, and higher productivity. Hybrid work provides the flexibility for employees to work in ways that are most effective for them ((Grow & Yang, 2018) (Sidorcuka & Chesnovicka, 2017). Hybrid work creates the opportunity to spend meaningful time together in the office collaborating and building relationships. However, hybrid work also requires more extensive coordination of meetings and schedules, from determining when others are available and in the office to figuring out how to lead hybrid meetings with part of the audience online. It is important for Gen Z to meet deadlines and goals to ensure the work gets done to be passed on to other team members. Team which works independently without being micro-managed by the manager have increased motivation and an eagerness to perform tasks. The manager needs to have the confidence that the team has the skills to think analytically and manage their time to get to the end goal. Autonomy can also be a powerful driver for employee engagement. It will encourage this cohort to be fully invested in the project and the organisation (Pandita,2021).

Leadership has already pivoted significantly under the millennials, who replaced the pyramid hierarchy with meritocratic and flat management structures. Gen Z's expectation is to have meaningful relationship with their managers who is willing to adapt as coach (Sidhu & Nizam, 2020), leaders who listen, engage in two-way continuous communication and share feedback for their career development (Barhate & Dirani, 2021).The future is determined by how managers inspire, engage, and grow along with Gen Z. Leaders have great responsibility to align and adapt to Gen Z, to build together a successful future (Schroth, 2019).A manager will seek to be a reliable guide, coach – even friend, who will create a safe space where differences are encouraged, where team members at all levels can bounce ideas fast, and where even the most junior employees are able to influence decisions (Sigaeva et al., 2022). Managers who strive to incorporate structured talent management practices like performance management, reward strategies, learning & development programs and encourages their team members to update their skills to progress to the next level in their career are appreciated

as authentic leaders by Gen Z's (Pandita & Ray, 2018). Overall, listening, understanding, sharing stories, and then setting some developmental goals together can make a big difference not only in the quality of the leader-member relationship but in effort, attitude, and quality of work performed (Gabriellova & Buchko, 2021)

5.c) Open Culture: Being valued and Collaborative team.

Employees feel most appreciated or valued when the managers with their leadership abilities help them feel connected to a purpose, accomplishment, and to one another (Markos & Sridevi, 2010). Being valued at work has a positive impact on employees physical and mental health, as well as there will be higher levels of engagement, satisfaction, and motivation (Barhate & Dirani, 2021). All the things that lead to a healthy and productive relationship between employer and employee (Sigaeva et al., 2022). When employee feels valued, they develop trust in the manager. Respect leads to value, and value leads to trust, the very foundation of a team. Leader acknowledgement can be a powerful thing for Gen Zs. Employee appreciation comes when leaders truly care what employees think. When managers seek out employees for their ideas, they not only gain perspective, insights, and possibly solutions, but also discover how that employee feels about their role. Seeking input often communicates that managers see their employees as experts in their roles (Pradhan & Jena, 2019). Gen Z feel valued knowing that their insightful opinions and thoughts are being heard (Schroth, 2019). Employee appreciation indicates managers value their employees for their unique, authentic selves. Each individual employee brings a set of unmatched experience, skills, perspectives, and insights to the work environment. Appreciating employees as individuals can build their sense of belonging in the workplace, because managers acknowledge them as an integral part of the team and the organisation (Gabriellova & Buchko, 2021).

Both the physical and digital lives of Gen Z are incredibly interactive. Engaging Gen Z requires a collaborative environment that favors teamwork and camaraderie. One of the main indicators of a healthy and productive workplace is employee engagement. Organizations that can foster cooperation and a sense of community within the workplace will draw the best from Gen Z, revealing their innovative spirit and commitment to excel when properly motivated (Pichler et al., 2021). The diverse expertise and the multitude of viewpoints among team members help overcome the challenges faced by individual members of the team, whether through colleague assistance, brainstorming, or active communication. The sheer exposure to different ideas and different approaches to work helps team members re-examine their own approach and perspective which can be a catalyst for new ideas. For Gen Z being in a collaborative team is an excellent enabler of knowledge-sharing, as it brings together people of diverging skills, opens communication lines between collaborators, and enables a direct knowledge transfer through working together and sharing parts of individual expertise. Team, which is collaborative improves interpersonal relationships among colleagues, which not only strengthens their mutual bonds, but also their bonds with their shared work, the team, and the organization (Pandita,2021) (Sidorcuka & Chesnovicka, 2017).

5.d) Employer attractiveness: Employer branding and Employee value proposition.

Employer branding (Ambler and Barrow,1996) (Berthon et al., 2005) and employee value proposition (Sengupta et al., 2015) plays a vital role in the initial decision-making process for Gen Z as they are clear in their expectations from the organisation. Employer brand denoted an organization's reputation as an employer, as opposed to its more general corporate brand reputation. An employee value proposition (EVP) is part of an employer's branding strategy that represents everything of value that the employer has to offer its employees. These are formal statements that convey what the organisation believes in and aspires to. To be most effective, organisation should ensure the validity of those statements and determine whether existing employees value them. The rise of social media has made organisations more

transparent. Gen Z are far more likely to trust a company based on what its employees have to say than on its recruitment advertising. This means that talent attraction relies far more heavily on employee engagement and advocacy. This generation prefers complete integration of various workplace factors like compensation and benefits, flexible work practices, rewards and recognition, career development, feedback seeking behaviour, volunteering work, multiple technology solutions having positive and significant impact on Gen Z employees for driving job satisfaction, task performance, and affective organizational commitment (Aggarwal et al. (2022) (Backhaus and Tikoo (2004). When it comes to attracting and retaining talents, it's important that organisations are able to offer their employees more than just a competitive salary. Remuneration is a significant factor in a candidate's decision making, but it is no longer the sole (or, in some cases, even main) driver (Oladapo, 2014) (Pandita and Ray (2018). Gen Z decide on prospective employers or roles based on their personal ethics. They are strong advocates of having more flexibility and autonomy in their jobs. The environment is a growing concern for today's workforce and failing to address this within the organisation will make it less attractive prospect for Gen Z (Bhattacharya et al., 2008) (Klimkiewicz & Oltra, 2017). Gaining clarity around the EVPs, would help the organisations to be the best choice for potential employees—can help them stand out from the competition (Nguyen & Nguyen, 2022). My findings are in line and agree with the respective authors mentioned and their extensive research work in the relevant topics. Their work has added value to my findings making the interpretations to be accepted as plausible.

6. Managers' views working with Gen Z.

Every generation is molded by the experiences, events and technologies unfolding during that era. Therefore, it makes sense that every generation reflects its own unique set of core values and beliefs. The same holds true in the workplace. What worked to motivate and manage one generation at work may not necessarily work to motivate and manage the next generation. The conversations with the managers working closely with Gen Z helps this research to understand their point of view and challenges. As mentioned by one of the manager "They lack patience. They want to know and learn everything in a short notice. While this can be a positive attribute in reducing the time spent on learning and focusing only on what they need to focus on, it can also be a challenge when they don't realize what the bigger picture is". Younger generation's unique norms create certain behaviors that managers from X or Y generations may not understand as told by one of the manager "Its constant negotiation with my team, it can be either to work from office twice a week or even planning holidays or salary". Post-covid, bringing the Gen Z back to office has been huge challenge for most of the managers. When it comes to performance of Gen Z, one of the manager shared "They complain even before they can perform. No ownership of the process. If they accept full responsibility of the work, they are not able to handle challenges/failures". While another manager quoted "young people don't want to take up the managerial role".

There has been a dramatic shift from typically collaborative millennials to the more independent Gen Z at workplace, as voiced by one of the manager, "They challenge me on most of my decision. Sometimes you must prove yourself as a 'Manager' to them". Managers also recognize the fact that the Gen Z advocate work-life balance more than any other generation, technology is the foundation of communication for Gen Z and, they are used to instant gratification and may become easily frustrated if they don't see results immediately. When it came to engaging of Gen Z, managers had their various methods to motivate them as one of the manager mentioned "I involve my team in the automation of the process by making them to take the ownership". Also "by empowering the experienced team member to take lead and be the subject matter expert". While another manager stated, "I provide opportunities to my team to participate in external workshops or change of role to challenge their learnings". Lastly, "team outings when the team had tough week" was told by another manager. Most managers acknowledged they recognized and rewarded their team members with 'special bonus' as part of reward and recognition. Though managers through their

understanding and experience have exhibited their leadership abilities in engaging and motivating Gen Z, it is not consistently demonstrated across.

7. Conclusion and Recommendations.

Undoubtedly, the pandemic has caused unprecedented challenges in the workplace, which has greatly affected Gen Z employees. The process of recruitment and onboarding was done mostly online, though Gen Z preferred the remote/online process, but some desired the onboarding process to be done in-person as mentioned by one of the Gen Z “I would have preferred session like HR and other General topic was conducted in-person so that I would have had an opportunity to connect with other newcomers and also have the overview of projects what other departments/teams work would have been interesting”. Incorporating best practices for onboarding new entry-level employees advocated by researchers, would help to reduce the inevitable uncertainty and anxiety newcomers experience, bring greater clarity and understanding to their new role, and help them make sense of their new environment (Schroth, 2019). Most of them preferred that admin part on-boarding process to be done remotely / online (Balasundaram & Venkatagiri, 2020) and the interactive sessions to be done in-person as this would have helped them in connecting not only with their own team but also with team members with other departments (Chillakuri,2020). The need to connect and create bond was not only felt during the initial on-boarding process but was felt more once the Gen Z were settled in their role. The want for informal social interactions was desired more than ever due to the hybrid work model as when they are in the office the focus is mostly on the work, where one of the informant voiced “Having more informal social interaction like breakfast meetings or fun at work events would help to connect and have a bond with the team, managers and cross functional teams”. One of the characteristics which defines the Gen Z is ‘Gen tech’, ‘fast paced’, ‘always clicking’(Krakow University of Economics & Dolot, 2018) find the process in the organisation is good but ‘it can delay the work as it takes time ’ was stated by one of the informant.

A robust recognition program (Mahmoud’s (2020),(Acheampong, 2021),(Sidhu & Nizam ,2020) is the backbone of employee engagement in any organization. Though the Gen Z are recognised for their performance through role development and special bonus, they also prefer to have diverse ways to be rewarded and recognised through team / department-based awards or organisation’s value driven recognition program, as they believe it can inspire healthy competition and encourage peer-to-peer recognition at work. As duly highlighted by authors Markos & Sridevi (2010) in their research establishing reward mechanisms in which good job is rewarded through various financial and non-financial incentives, build a distinctive corporate culture that encourages hard work and keeps success stories alive, develop a strong performance management system which holds managers and employees. Kirchmayer & Fratričová, (2018), in their study based on the data collection method of empathy-based stories (MEBS) to identify factors of work motivation among Gen Z business students found that “Reward” was the third major factor of motivation.

Several researchers have highlighted that Gen Z’s expectation has been more from the manager than any other generations. Though they are independent, this cohort seek out to have a meaningful relationship at work extend to their relationship with their supervisor, who is expected to play a mentoring role in their career development. They care about having managers who can coach them, who value them as individuals and employees, and who help them understand and build their strengths (Barhate & Dirani ,2021) (Henderson et al., 2009) (Pandita, 2021). Dealing with Gen Z employees is a constant learning process, and managers need to adapt to lead them better. Managers who are accepting of differences in employee behaviours are better able to develop lines of genuine communication with their team. When the pandemic hit, managers were expected not only to acclimate working remotely, but also, with Gen Z, to train, manage and motivate employees. Many companies have been able to adapt to remote workflows, but fast-paced work environments offer little time for sufficiently

mentoring young professionals. There is a need for the managers more than ever to not be just 'Manager' but to be also a coach or mentor as Gen Z are inquisitive and impatient, lack work experience, the advent of the smartphone and popularity of social media, social justice movements, and growing up in a culture of safety are the factors that have influenced Gen Z's individuality. This also the reason some managers found that their team members were not ready for the higher responsibilities, or they were unable to handle failures/challenges at work (Schroth,2019). A key approach for managers to be effective in their role is by creating a culture of coaching, mentoring even reverse mentoring (Jayathilake et al., 2021) and collaboration.

In addition, effectively implementing organisational socialisation tactics' three major scope i.e context, content and social aspects that encompass socialization tactics within organizations has positive impact on retention of the new employee (Van Maanen & Schein,1979), (Gareth Jones,1986) (Bauer et al., 2007). The socialization happens gradually, but it is of great importance to make a conscious effort from the start to attain the best results. Organisation needs to identify the right mix or combination of the socialisation tactics of institutionalized and individualized tactics to reduce the uncertainty of newcomers. Effective and successful organizational socialization results in considerable benefits for both the employer and the employee. Better communication and coordination can be obtained within the work team, it can reduce stress and uncertainties, heighten the organizational commitment and lead to satisfaction and a positive feeling of self-worth. Consequently, increasing the productivity and innovation of the employees, leading to making it possible to efficiently achieve organizational and team goals and secure the employees longevity in the organization. Team socialization is shown to be essential for improving team adaptivity proactivity and proficiency. Furthermore, a team obtains a greater cohesiveness and long-term stability by being socialized. Trust between team members is achieved based on shared tasks and projects, making way for better knowledge sharing and improved individual decision performance. Within an organization, the socialization helps to preserve continuity as it ensures that the values and norms of the organization is passed on from employee to employee.

The limitation of this study is the small sample size of the Gen Z employees interviewed. Employees with less than six months of experience had succinct details to share due to their time in the organisation. However, the objective of this research was to outline the retention strategies for Gen Zs working in SIEMENS Mobility (Lisbon, Portugal) by understanding the characteristics and expectation of the Gen Z for which the data sample supports the scope of the study.

In conclusion, Gen Z entering the workforce, uniquely shaped by the time in which they live and the experiences that they've had, organization can evolve and take advantage of this cohorts emerging strengths, putting them in a position to create long-term value. Organisation is required to rethink how it hires, retains, and develops Gen Z talent. This cohort are pragmatic and value direct communication, authenticity, and relevance. Every generation has different perspectives about employment and careers, so understanding how to manage Gen Z in the workplace will help the organisation to maintain successful HR practices that can engage and motivate them positively. Talent management is a strategy that needs careful implementation, regular checks, and continual improvement; however, it needs to adapt to suit the latest talent trends, digital disruptions, and employee expectations. To attract and retain Gen Z talent, leaders must adopt a holistic approach to creating a welcoming and inclusive workplace through technology-driven employee onboarding and collaboration, initiatives that improve employee engagement and wellbeing, and rewards that value each employee for their unique contributions. Organisation will need to understand the behaviours and tendencies of Gen Z that expects much more personalization in how they want to be treated by their employer. Leaders must possess skills that enable them to create a cohesive, collaborative workforce within the context of a culture that embraces diversity and innovation. While salary matters a great deal to Gen Z, there are many other values like work ethics, diversity, flexible working

culture and contribution to the community are also of primary importance. It's vital to Gen Z to work at organizations whose values align with their own.

Appendix1

Question asked during the interview. The interviewees were explained the purpose and the objective of the interview.

1. What motivated you to join the company?
2. What do you like most about your job?
3. Do you feel valued and recognised ?
4. How about the people you work with?
5. How is your experience working with your manager?
6. Three things I like about my company.
7. Three things I like less about my company.
8. What kind of changes would you like to see in the company?

Appendix 2

Second-order themes

Representative first order evidence

a) Work content

“Railway sector technologies is very specific and challenges your learning”
“My work is interesting. Opportunity to work on field is motivating”.
“Work is challenging as I have to do Budgeting and forecasting based on little information available”.
“I have the opportunity to learn and work with different systems ...there is no monotomy”
“Challenging work motivates me as there is learning involved”.
“Working closely with the customers is motivating as it helps me understand the bigger picture”.

b) Technology

“The opportunity to explore the solutions through different technologies for different projects /challenges”
“Railway & energy sectors motivated me to join”.
“Opportunity to work in the transportation sector was my motivation”.
“Every learning cycle is different, but the changes can be bit challenging”.

- “The opportunity to work at the customer site using the new technologies that I have learnt is motivating”.
- c) Work environment
- “My manager gives me the flexibility in time as long as work is done”
 - “My work is planned and organised”.
 - “Hybrid model gives me freedom to work anywhere”.
 - “The company provides the flexibility to work anywhere that’s motivating factor”.
 - “Our campus has lot green space its motivating to work here”.
 - “The infrastructure provided is good”.
 - “ Our work environment is super relaxed”.
 - “it’s friendly work environment as there is not too formalities involved”.
- d) Being Valued
- “My manager has given me the ownership of the component that I have been working on”
 - “I have been given more responsibilities”.
 - “I have grown in my role steadily”.
 - “I feel recognised and received good feedback.”
 - Interview process was good. They made me feel like they cared.
- e) Collaborative team
- “My team is straightforward, felt being part of the team from day one”
 - “My colleagues are always available when I needed help”.
 - “ I have a good relationship with my team, and they are also my friends”.
 - “We are always helping and learning from each other”
- f) leadership
- “My manager is approachable and always available to address my requirements.”
 - “My manger is supportive and understanding, he pushes me to learn and think more”.
 - “Though he is having busy schedule my manager makes time to teach us practically about the other projects where we are not directly connected to”.
 - “Everyday meeting with my manager is helpful to understand the task involved and it also gives me sense of direction”.
 - “ I don’t feel the hierarchy while working with my manager, he is friendly”.
- g) Employer branding
- “It gives me a sense of pride to be associated with the Brand.”
 - “There are ample career prospects in Siemens in other countries”.
 - “ Siemens as a brand is known ,makes me proud when I share this with my family and friends.

“ I wanted to join a MNC and have opportunity to travel to other countries, SIEMENS offers that”.

h) Employee value proposition

“Salary offered by SIEMENS is competitive but can be better”.

“I have an opportunity to learn from scratch, grow and also move internally.”

“ Company provides shuttle services which is an add advantage”.

“ My company provides supports to set home office whereas couple of my friends’ company don’t provide any support”.

“ Open culture is encouraging specially when we join immediately after our university”.

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