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**HUMAN RESOURCES POLICIES AND THEIR IMPACT ON TALENT RETENTION  
AND ORGANIZATIONAL COMMITMENT IN GENERATION Z.**

Inês Casimiro

Master's in Management

Dissertation

Supervisor: Sara L. Lopes, Professor Ph.D, ISCTE Business School, Department of Human Resources and Organization Behaviour, Human Resources

September 2023



**BUSINESS  
SCHOOL**

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## **ABBREVIATIONS**

ASA – Theory of Attraction-Selection-Attraction

DST – Theory of Self-Determination

GZ – Generation Z

HRM – Human Resource Management

HR – Human Resources

ICT – Information and Communication Technologies





## RESUMO

Esta investigação centra-se na forma como as políticas de GRH têm vindo a sentir a necessidade de se reestruturarem dado o imperativo de as organizações ganharem competitividade na atração, motivação e retenção de talentos da Geração Z. O estudo ganha relevância dadas as características específicas da GZ, a primeira nativa digital e de cujo talento para as TIC as organizações dependem cada vez mais para garantir a sua sustentabilidade. A GZ tem expectativas em relação ao trabalho que diferem das do modelo de negócio tradicional, tendendo a ser menos estáveis nas empresas do que os trabalhadores de gerações mais antigas, caso não reconheçam nas organizações os valores e cultura com que se identificam e se as suas expectativas não forem correspondidas. Esta é uma pesquisa empírica através da utilização de métodos mistos: um estudo quantitativo descritivo onde foi feito um inquérito a 97 trabalhadores, e um estudo qualitativo, onde foram entrevistados 12 colaboradores, para ilustrar e contextualizar os resultados quantitativos e confirmar as hipóteses. Constatou-se que o perfil típico do GZ tende a valorizar a satisfação profissional e pessoal na sua decisão de permanecer ou não num emprego. Essa satisfação passa pela autonomia, criatividade, flexibilidade de trabalho, reconhecimento e remuneração que lhe são concedidos pela organização. No entanto, também deixou claro que estas não podem prevalecer se permanecerem dissociadas de uma cultura organizacional em que a igualdade, a equidade, a diversidade, a inclusão, a liberdade de expressão, a conduta moral e a justiça social sejam garantidas.

**Palavras-chave:** Geração Z; Gestão de Recursos Humanos; atratividade; recrutamento; retenção; *engagement*.

**Sistema de Classificação JEL:** M10 – Business Administration: General; M14 – Business Administration: Corporate Culture; Diversity; Social Responsibility; M5 – Personnel Economics



## **ABSTRACT**

This research focuses on how HRM policies have felt the need to restructure given the imperative for organisations to gain competitiveness in attracting, motivating and retaining Generation Z talent. The study gains relevance given the specific characteristics of GZ, the first digital native and on whose ICT talent organisations increasingly depend to ensure their sustainability. Generation Z has expectations about work that differ from those of the traditional business model, and they tend to be less stable in companies than workers from older generations if they don't recognise the values and culture they identify with in organisations and if their expectations are not met. This research empirical research uses a mixed-method approach: a descriptive quantitative study, through a survey from 97 workers and a qualitative study, in which 12 employees were interviewed to illustrate and contextualise the quantitative results and confirm the hypotheses. It was found that the typical GZ profile tends to value professional and personal satisfaction when deciding whether or not to stay in a job. This satisfaction is based on the autonomy, creativity, work flexibility, recognition and remuneration provided by the organisation. However, he also made it clear that these cannot prevail if they remain dissociated from an organisational culture in which equality, fairness, diversity, inclusion, freedom of expression, moral conduct and social justice are guaranteed.

**Keywords:** Generation Z; Human Resources Management; attractiveness; recruitment; retention; engagement.

**JEL Classification System:** M10 – Business Administration: General; M14 – Business Administration: Corporate Culture; Diversity; Social Responsibility; M5 – Personnel Economics.



# 1. INTRODUCTION

This thesis focuses on the strategies that organizations can develop to integrate, engage and retain the talents of the new generation of employees, Generation Z (GZ), in the face of an economy in constant change and increasingly competitive.

An attempt was made to demonstrate the differences that distinguish GZ, digital natives, from previous generations and their characteristics, motivations, expectations and unique behaviors that justify and require differentiated and innovative Human Resource Management (HRM) practices, to attract, motivate and retain GZ's growing workforce of skilled employees. This is fundamental, because the knowledge and skills of employees are decisive for the ability of companies to be economically competitive.

An empirical study was carried out, through a quantitative and descriptive survey, of the *Survey type*, through the application of a questionnaire to 97 employees. Additionally, a qualitative study was developed, where 12 employees were interviewed. These interviews were used to illustrate and contextualize the quantitative results, seeking to confirm the hypotheses.

## 1.2 Research Objectives and Research Questions

With the starting question “What should be the meaning of restructuring HRM policies and practices in view of the need for organizations to gain competitiveness in attracting, motivating and retaining Generation Z talent?”, this work has the general objective of understanding how organizations can redesign jobs according to HRM practices and strategies capable of attracting, retaining and engaging GZ (Aggarwal et al., 2021). HRM practices satisfaction, job satisfaction, engagement *are the* independent variables. The dependent variables are turnover intention and organisational commitment.

The specific objectives are: a) to understand the characteristics of the GZ; b) understand the perception and expectations of GZ's work; c) find out what GZ workers find most motivating in their workplace; d) explore how GZ 's specific competences can be used for the organization's success, meeting its expectations related to job satisfaction.

The pertinence of the work is linked to the fact that Generation Z constitutes a workforce that has only recently begun to integrate the labor market and therefore there is still not much literature on the generational cut that it triggers and its consequences. Understanding their motivations and expectations is essential to guarantee the balance and sustainability of organizations through the capitalization of their human resources (HR), in the short, medium and long term (Aggarwal et al., 2020), in view of the literature

that points out that, due to its particular characteristics, an increase in the turnover of the GZ will be foreseeable, with a very significant impact on organizations (Saltoratto et al., 2019).

### **1.3 Work Structure**

The work begins with the introduction and the presentation of the theme and objectives of the work (Chapter 1). On Chapter 2, the Literature Review seeks to make the characterization of GZ and its expectations in relation to work. A theoretical approach to GZ – oriented HRM practices follows, around its three main indicators: recruitment, retention and engagement. Chapter 3 presents the methodology, followed by data analysis and discussion of results (Chapter 4). The limitations of the work and suggestions for future investigations (Chapter 5) and conclusions (Chapter 6) will follow.

## **2. LITERATURE REVIEW**

In this section, the concepts that underlie the research are presented, especially those referring to Generation Z and their characteristics and ways in which they impact on the labor market, on work and on organizations, reflected in new policies of HRM that promote recruitment, retention and *engagement*.

For the construction of this conceptual model, in the Literature Review, the theoretical foundations related to the theme were explored. The empirical study aims to confirm the inferences drawn from the theoretical framework and expand the field of view of the investigation (Lopes, 2017).

### **2.1 Generations in the Organizational Context**

In organizations, different generations of employees coexist, which implies that HRM must be prepared to face the challenges of coexistence among all and to stimulate the productive characteristics of each one of them (Arsenault, 2004). Therefore, the interest that the issue of generations has been raising in the labor market and in business organizations is increasing, and it is increasingly pertinent to understand how the different generations work, due to the high number of young people who have been integrating the organizations. It is also important to consider the many transformations that have occurred in work environments, in society and in the economy due to the emergence of new values that confront post-industrial society and knowledge with industrial society (Arsenault, 2004).

For Oksanen and Hautamäki (2014), innovation and technological development, in response to growing global competitiveness, are the main catalysts for a structural change in management, which supports innovation and ensures the suitability and soundness of innovation environments and ecosystems.

Campos et al. (2015) emphasizes that, given the characteristics of the new generations of workers, knowledge is no longer the dominant criterion in recruitment, with other skills gaining importance that are not merely academic. Cennamo et al. (2008) adds the importance for organizations to get to know their employees better, given that they are a reflection of the permanent changes in society, to which companies will have to adapt, under penalty of not adapting their HRM policies to the particularities and, above all, to the way each generation relates in the organizational environment.

Chiavenato (2008) defines people management as a set of dynamic and interactive, integrated and interconnected processes that imply policies and practices of: aggregation

of people, through recruitment and selection; application of people, assigning them functions and ensuring the monitoring and evaluation of performance; recognition and reward as incentives (rewards, remuneration and benefits and social services); professional development and training, for the management of knowledge and skills, promotion of learning and career development; creation of satisfactory environmental and psychological conditions for people's activities.

For Chiavenato (2008), HRM in the information age will have to take into account that people are not limited to being resources of the organization that can be passively managed, but rather assume that their proactivity and intelligence, sense of responsibility and knowledge are variables that must be taken into account and enhanced in the business strategy and vision envisaged for the future. These are the only ones capable of ensuring the success of the organization in the current information age. This business vision articulates the interests of the organization with the interests of its employees. In this way, it becomes possible to understand why employees invest so much time in the success of the organization and, from there, manage this potential assuming that the greater this bond, the greater the chances of success for the organization. It is about HRM making decisions taking into account the dual objective of ensuring not only economic efficiency, through the normative use of resources, but also social efficiency, which refers to effectiveness that is, to the best way of carrying out work, establishing the best possible relationship between costs and benefits.

By defining this double objective, the HRM will be promoting good management of skills, knowledge and attitudes of its human resources, taking into account social and cultural variables and, consequently, acting on their motivation, communication and participation in the company in the most convenient for the organization, based on the essential assumption that the company's interests should always be compatible with the interests of its employees, and that these may evolve over time (Albizu et al., 2013).

## **2.2 The Different Generations in the Light of a Sociological Analysis**

Sousa et al. (2021) considered that the subjectivity of human beings, their way of thinking and acting, depends on the country, the period and the current policy in which they are contextualized.

For Bazote (2013), organizational and educational issues, in addition to sociological ones, are also fundamental. Since the last decades, there has been a substantial change in the concept of generation, which is no longer guided by the traditional succession from



father to son, in a period of 25 years, to be defined based on the pace of evolution of Information and Communication Technologies (ICT), which shortened the lifespan of each generation to approximately ten years. In this way, in the same organization several generations can coexist, with very different reactions and attitudes towards work. The definition of generation will have to be made according to “the set of shared historical experiences, life principles, vision, common values, ways of relating and dealing with work and life.

Despite the divergences between authors regarding the nomenclature and period to which each generation corresponds, the last five generations identified by most authors, of which those listed below are examples, are: Baby Boomers Generation – 1946 to 1964; Generation X – 1965 to 1980; Generation Y – 1981 to 1994; Generation Z – 1995 to 2009 and Generation Alpha, from 2010.

So, for Strauss et al. (1991), Baby Boomers are the result of the post-World War II crisis and are satisfied and idealistic young people with little connection to social rules and eager to implement new values in organizations. These values correspond to greater perfection, self-esteem and introspection. They are against the war and broke the standards of the time by advocating greater communication between parents and children, as well as social equality and well-being. Education and family are fundamental for the promotion of good citizenship (Zagury, 2011). According to Barbosa and Cerbasi (2014) and also Jacques et al. (2015), this generation is very attached to norms, bureaucracy and hierarchy, seeking professional success through productivity work and professional achievement, preferring to act in consensus, agreement and eventual submission (Loiola, 2015; Jacques et al., 2015).

According to Strauss and Howe (1991), Generation X was overprotected by their parents and reached adulthood alienated from the difficulties of reality. Zagury (2011) also refers to the abandonment of his parents' ideals, regarding the enhancement of social well-being for all, focusing on individualism, consumerism, freedom, privacy and the right to personal satisfaction. According to Oliveira (2011), it is concerned with maintaining the standard of living and staying in the labor market and trying to proactively progress through a new career or progression in studies, they believe that professional progression depends directly on the effort guys. According to Nascimento et al (2016), are entrepreneurs and master new technologies.

Generation Y is the first of the digital era (Prensky, 2001) and their natural language is much more graphic than textual: they dominate hypertext, social networks; they look

for the immediate, instantaneous and simultaneous, such as images, music, videos, messages, etc. The preferred form of communication and learning is much more about games and other alternative strategies than conventional lectures. They have a greater appetite for computers than for books and prefer typing to writing (Zagury, 2011)

Oliveira (2011) characterizes the GY as being little focused and little connected to commitment and loyalty to companies, superficial in terms of knowledge, informal, alienated from hierarchies and creative, they value the freedom and flexibility of telework. They master networking, have self-esteem and, despite being superficial and selfish, they have environmental concerns, strong moral values and a desire to change the world. Grubb (2018) refers to the need that GY has for immediate recognition and compensation and its difficulty in dealing with adversity.

Jordão (2016) and Moura (2009) state that for Generation Z, technology is essential and the basis of their form of communication. According to Vignoli and Bortolin (2014), they are oriented to the performance of several tasks, preferring immediate results, linked to social networks and the digital environment as privileged sources of knowledge. And as the main means of social and private interaction. According to McCrindle (2014) the social networks of Generations Y and Z are those that cover more people and a larger geographic area.

McCrindle (2014) and Jordão (2016) conclude that technology is present in all areas of their lives and that, therefore, they are “digital integrators”. They learn quickly, but find it difficult to remain concentrated and focused, showing a tendency not to remain long in the same company. They are concerned with harmony and the environment and assume the responsibility of fighting for the sustainability of economic, social and environmental development. According to Grubb (2018), they tend to be anxious and cautious (Jordão, 2016).

Looking at the Alpha Generation, McCrindle (2014) considers that it will be the most technological and global, the most conscious and the most influential. They will be unstable professionals, mostly with academic qualifications. One in three women will choose not to have children. Furtado (2019) states that the Alpha Generation tends to learn informally, with games and interaction, autonomously, subjecting themselves, therefore, to pernicious access and the undue consumption of less positive content. After the *Baby Boomers*, Generation X and Generation Y, Generation Z is the first global generation in history and the digital age (Vignoli et al., 2014).

Michael Dimock (2018), at the Pew Research Center, marked 1996 as the last birth year of Millennials, stressing that, as the number of years of a generation is not exact, its limits are not arbitrary either. The period for Millennials and Generation X is 16 years and for Baby Boomers 19 years. The Pew Research Center considered 1996 an important milestone for GZ, as it was demonstrated that the launch of the *smartphone* in 2007 induced drastic changes in behaviors, attitudes and ways of life. For McCrindle (2014) the GZ is made up of those who were born between 1995 and 2009. This author points out that the distinction between the various generations does not owe so much to chronological criteria, but much more to sociological criteria and seeks to demonstrate how the distinct character of each one, specifically that of the GZ, can be used by companies. The fact that GZ has grown following the technological revolution, marked by the emergence of the Web, the Internet, and the intensive use of smartphones and social networks, its privileged means of interaction. For the first time, children and young people master skills in new technologies that they can teach adults and attract the attention and interest of all social aspects. Aggarwal et al. (2020) state that Generation Z represents a new workforce that values careers and work standards above all, and that it is up to employers to welcome this new generation, using their strengths while satisfying their professional aspirations.

Using the Theory of Attraction-Selection-Attraction (ASA) and the Theory of Self-Determination (SDT), it analyzes the influence of HR policies and practices in GZ, towards professional satisfaction.

The ASA model, proposed by Schneider et al. (1987), states that the individual's adaptation and suitability for the job is dependent on the work organisation, type of job, functions performed and work team, rather than on social and cultural factors. The ASA model argues that it is the qualities of people that define an organisation and determine organisational behaviour. Thus, in terms of attractiveness, people are drawn to a company according to their particular interests and personality traits, looking to fit.

In terms of selection, organisations tend to recruit individuals who they believe can be successful in their organisation because they are in their image, seeking homogenisation. Failure and attrition occur when adaptation to the organisation has not taken place (Schneider et al., 1987). On the other hand, an individual's integration into an organisation also implies their socialisation into the explicit and implicit organisational culture, which means that an organisation's employees share the assumptions, values and beliefs it has instilled in them (Schneider et al., 1987).

Self-Determination Theory (SDT) understands that an individual's psychological health and well-being are more possible the greater their commitment to their life challenges and goals, based on the assumption that psychological well-being can be achieved through self-determination (Ryan et al., 1981). Wehmeyer (1992) defines self-determination as a set of behaviours and capacities that enable a person to engage in intentional behaviours that design their future. According to SDT, it is important to study the social conditions and psychological processes that enable and are necessary for behaviour to be self-determined: autonomy, self-regulation, psychological empowerment and self-realisation. These are what guarantee people the same possibilities for development (Wehmeyer, 1999).

From analysing these two theories, Aggarwal et al. (2018) conclude that flexible work practices, rewarding and recognition, remuneration and benefits, feedback-seeking behavior and volunteer work generate job satisfaction at GZ. This professional satisfaction establishes a direct correlation between HR practices, task performance and real engagement. Having been born and raised in a globalized world and under the domain of technology, GZ's vision of work is broad, recognizing the need for constant evolution and innovation. The labor market must be connected and remain open to communication, vertiginous and global. It is up to organizations to understand this change and update, create and innovate in HRM with new forms of leadership and motivation strategies, under penalty of not guaranteeing its sustainability (Aggarwal et al., 2020).

Another designation for the GZ is “Generation of Super-Heroes”, due to the values it contains (Luttrell et al., 2021). Receptive to difference and differentiation, it values individual identity, creativity and a critical sense (Francis et al., 2018) constituting a “Pluralist Generation”, which integrates the greatest diversity of ethnicities and religious groups ever (Hais et al., 2016) and who are more involved in social, humanist and environmental causes than previous generations (Wiedmer, 2015). GZ is relaxed, self-confident and autonomous, preferring independent and individual work adapted to new technologies (Adecco, 2015). However, rejects isolation, valuing the support of superiors (Iorgulescu, 2016). It tends to be self-taught, analytical, pragmatic and realistic, in line with the great ease of access to a large volume of digital information (Rafiq et al., 2019). At work, GZ aspires above all to personal and career development, looking for the best opportunities with an entrepreneurial spirit, for work that is motivating (Rafiq et al., 2019). Flexible work and job stability are preferred over high pay (Wiedmer, 2015), which contrasts with the motivations of *Millennials*, for example (Francis et al., 2019).

## **2.3 GZ and Recruitment**

A survey in Best Workplace (2012) revealed that the flexible work opportunity is one of the top three most important factors in the decision of young people from GZ to accept a job (Half, 2015), which they evaluate and ponder according to ethics and practices of social responsibility they identify in the organization (Schawbel, 2014).

The GZ, informed of social and environmental issues, has a sense of diversity of its own (Lockton et al., 2019), valuing ethnic, gender, religious or sexual orientation differences and advocating inclusion much more than previous generations. This openness implies that young people demand that organizations integrate all this diversity, and that HR is valued much more for the ideas and contributions that each employee can make to the organization than for age, ethnicity or religion (Bencsik et al., 2016). In addition, GZ seeks constant *feedback* and has clear objectives (Wiedmer, 2015). In this regard, Schrot (2019) found that, in the GZ, 91% value equality, diversity and equity, which is much more significant than what happened with previous generations. Generation Z is also the most ethnically diverse: only 52% of youth ages 6-21 are non-Hispanic white.

## **2.4 GZ and Retention**

Schrot (2019) underlines the importance of good management of GZ expectations, considering it the most achievement-oriented, the one with the greatest economic well-being, the most academically prepared and the most ethnically diverse. The specificity of this generation has to be understood in the light of the unique sociological context in which it developed, marked above all by the lack of work experience in youth, by the emergence and subsequent massification of the smartphone and social networks and by the resurgence of social justice movements and of a safety culture. This sociological context determines specific behavior and needs, which generate equally unique expectations. These unique expectations, if not met and well managed by organizations, could lead to greater turnover and lack of *engagement* and the consequent lack of competitiveness of organizations.

For Arruda (2013), in the global economy, the great challenges of organizations are mainly in terms of their relationships with stakeholders, among which future GZ employees stand out. In accordance with the demands of this new mass of qualified assets, organizations recognize the need to rethink and innovate with regard to recruitment and selection processes in attracting and hiring talent, in order to ensure competitiveness.

HRM strategies begin to perceive employees as an investment that must be capitalized and focus on the organizational environment (Junior, 2010).

Also Welch et al. (2005), rejecting the General Theory of Administration, inspired by the Concept of Administration, by Taylor (1903), which prioritizes wages in employee motivation, mentions that HR managers will have to invest in the effort to hire people whose profile is the most suitable for each function, in order to leverage their strategies and the advanced technologies available to them. These will be essential strategies for creating social trust, which will have to be understood from a sociological point of view, depending on the relationships that are established between the various actors. This social trust is related to social capital and its variations, both at individual, community and organizational levels, and plays a fundamental role in business success (Welch et al., 2005).

Chiavenato (2008) corroborates this, arguing that, in the recruitment process, which follows the selection process, the capture of talent by organizations reflects the importance they attribute to human capital and their policy of adding new values. It is important to hire talent, understood as a differentiated and differentiating workforce capable of adding value to organizations. Thus, assuming that the selection of new assets should have as a criterion the adequacy of individuals to the organization, integrating their personality, characteristics and culture, the entry of GZ in the labor market poses new challenges to HRM (Gilmore, 2010).

In an extremely competitive market economy and with increasing job turnover, it is essential for organizations to develop strategies to ensure the selection and aggregation of competent human resources and their retention (Yamamoto, 2011). The explanation lies in the fact that young workers, as they do not correspond to the traditional business model, are less stable in companies than workers of older generations (Kyndt et al., 2008). These conclusions should lead to a HRM that allows addressing these concerns and gaining employee preference (Dibble, 1999).

The essence of HRM becomes, to a large extent, “retention management”, through the development of HRM policies focused on retaining already added or future talent for long periods of time, allowing them to work in accordance with their expectations, ideas and values (Yamamoto, 2009). Managing expectations is crucial given the somewhat unrealistic way in which GZ employees idealize work. In this context, the psychological contract, which implicitly defines rights and duties between employer and employees, the

integration policies in the company that counteract GZ's greater insecurity and anxiety.

Following measures should be integrated into on boarding strategies (Yamamoto, 2009):

- a) Provide a checklist with timeline, goals, responsibilities and available resources and support with information, materials and experiences that facilitate learning and professional success.
- b) Ensure that managers will be present when new employees are welcomed, to verify the checklist, taking into account that universities have accustomed students to working with a program and a checklist from here, new employees will be able to progressively go beyond the checklist and be more proactive, creative and autonomous.
- c) Encourage and facilitate the communication of information about the company between the new employee and managers, HR, co-workers and all other employees who are important for their good performance. Means that promote internal interactions should be used, such as videos, Slack or social media tools. Yamamoto (2009) concluded, from his studies, that for 59% of the GZ, the main source of learning is YouTube. It will also be important to provide an orientation program with other newcomers to the company, in order to promote socialization between co-workers.
- d) Explain and reinforce the corporate culture and what it means, highlighting examples of success stories, and clarify the differentiating role that the new hire can play in this gear, through the application of commitment and persistence. Reaffirm your decision to join the company.
- e) Provide feedback channels that allow continuous contact with the new employee, in order to provide him with all the support he needs.
- f) Promote an institutional discourse based on the notions of equality, equity, diversity, inclusion, freedom of expression, moral conduct and social justice that matches the profile of GZ.

Gabriel et al. (2014) correspond to greater diversity in the workplace with increased retention of assets in an organization and Bell et.al. (2014) suggest that leadership involves intrapersonal, interpersonal, group, organizational and intercultural communication that can create and maintain a work culture favorable to worker satisfaction. Chiavenato (2008) shows that human capital is the main asset of

organizations, so it is necessary that they become aware of this and can act accordingly, to optimize the return on investments in employees and assert their competitiveness.

Harisis et al. (1993) analyze how prejudice and cultural misunderstanding lead to increased employee turnover. Other factors are poor relations between employees and managers, lack of opportunities for professional development, inadequate remuneration, work-life balance, job stress and unfair treatment, even more evident for women and minorities, in a place of less diversified work (SHRM, 2004).

On the other hand, one of the main retention factors is good leadership communication (Dibble, 1999), which guides towards a healthy work environment (Bell et al., 2014) capable of promoting employee engagement, by increasing their satisfaction at work, and being reflected in an increase in productivity, by reducing absenteeism and increasing value, absorption and dedication (Baltoni, 2013). Dawley et al. (2010) refer that a person-organization adjustment increases retention and Hebenstreit (2008) state that this adjustment involves adapting the work to the personality. The different personality types can interact to create a work environment conducive to retention. The high levels of stability and the fact that they generate satisfaction, *engagement*, cohesion and prospects for career development.

For Schroth (2019), organizations will have, above all, to know how to manage GZ expectations, depending on their specificities. This specificity is marked by several factors:

- a) Lack of work experience in youth. In 1979, 60% of teenagers had a job, in 2015, 34% of teenagers had a job and by 2024 only 25% are expected to work, which implies that GZ is entering the job market with less professional experience than previous generations. This lack of experience can create false expectations related to the first job and the consequent dissatisfaction, lack of motivation and turnover.
- b) Valorization of the psychological contract. Schroth (2019) stresses the importance of the recruitment process making the mutual expectations of employees and organizations very clear, that is, what is expected of each one, in terms of duties, rights and perks.

In his work, Schroth (2019) found that what GZ most expects from its leadership is a positive attitude (42%) and the establishment of clear goals (37%). Millennials, on the other hand, value open communication and *feedback* (42%), followed by clear goals



(38%). GZ's tended to offer open communication (42%) and were less likely to have a positive attitude (33%) and set clear goals (31%).

For this author, the concept of *on boarding*, understood as the set of formal and informal practices, programs and policies developed by an organization to facilitate the integration of new employees. Good integration will have a direct impact on better performance, greater retention, greater satisfaction, greater autonomy and greater *engagement*, as they reduce the high levels of insecurity and anxiety that characterize GZ, provide clarity and understanding regarding functions and role and provides the necessary knowledge so that new employees can be leveraged and become fully functional and efficient. In his studies, Schroth (2019) found that only 12% of new employees report a good integration job and that 87% identify the lack of an ideal level of knowledge and means as obstacles to their professional performance. For 25% of new employees, the reason that justifies the desire to leave the job in the first six months is the lack of a good integration.

The expansion of companies tends to generate a lack of young labor, which forces a HRM marked by benefits to employees, such as the allocation of single apartments, guidance of young employees by older employees and the implementation of pension and home ownership support systems (Tsuda, 1993). Given that talent benefits are rarely transferable, they tend to stay with companies that offer good benefits (Mitchell, 1982; Fairris, 2004; Wagar et al., 2006).

## **2.5 GZ and Engagement**

Another challenge that GZ poses to HRM is related to their motivation and engagement (Aggarwal, et al., 2020). This is a key retention factor to ensure the success of the organization (Schneider, 2001). HRM practices and policies are now more involved in building a more motivating organizational culture that promotes satisfaction and engagement (Aggarwal et al., 2020). If employees find in the organization an answer to their goals and identification with their values, their degree of satisfaction and engagement will be greater (Aggarwal, et al., 2018). These objectives largely depend on the expectation of good opportunities for rapid career progression, for the development of knowledge and personnel, and for a high degree of autonomy (Rodrigues, 2021).

Deci et al. (1985) invoke Self-Determination Theory (SDT) to substantiate the importance of HRM that seeks to ensure a corporate culture based on autonomy, relationships and competence in the workplace, as motivational factors for employees

(Aggarwal et al. 2020), in addition to labour flexibility, through teleworking, remote working or flexible working hours, which underpin the independent variables of this study, i.e. the assumption that HRM, when satisfactory for an organisation's employees, are important factors in job satisfaction and commitment, decisively affecting the dependent variables turnover intention and organisational commitment. Organisations increasingly tend to recognise it as key attractiveness factors and integrate it into their HRM strategies (Leslie, et al., 2012) supported by a vertiginous technological development (Thompson et al., 2015).

These objectives, based on the Literature Review, allow the following hypotheses to be raised:

H1: Job satisfaction has a positive impact on rotation intention and organisational commitment;

H2: HRM practices have a positive impact on rotation intention and organisational commitment;

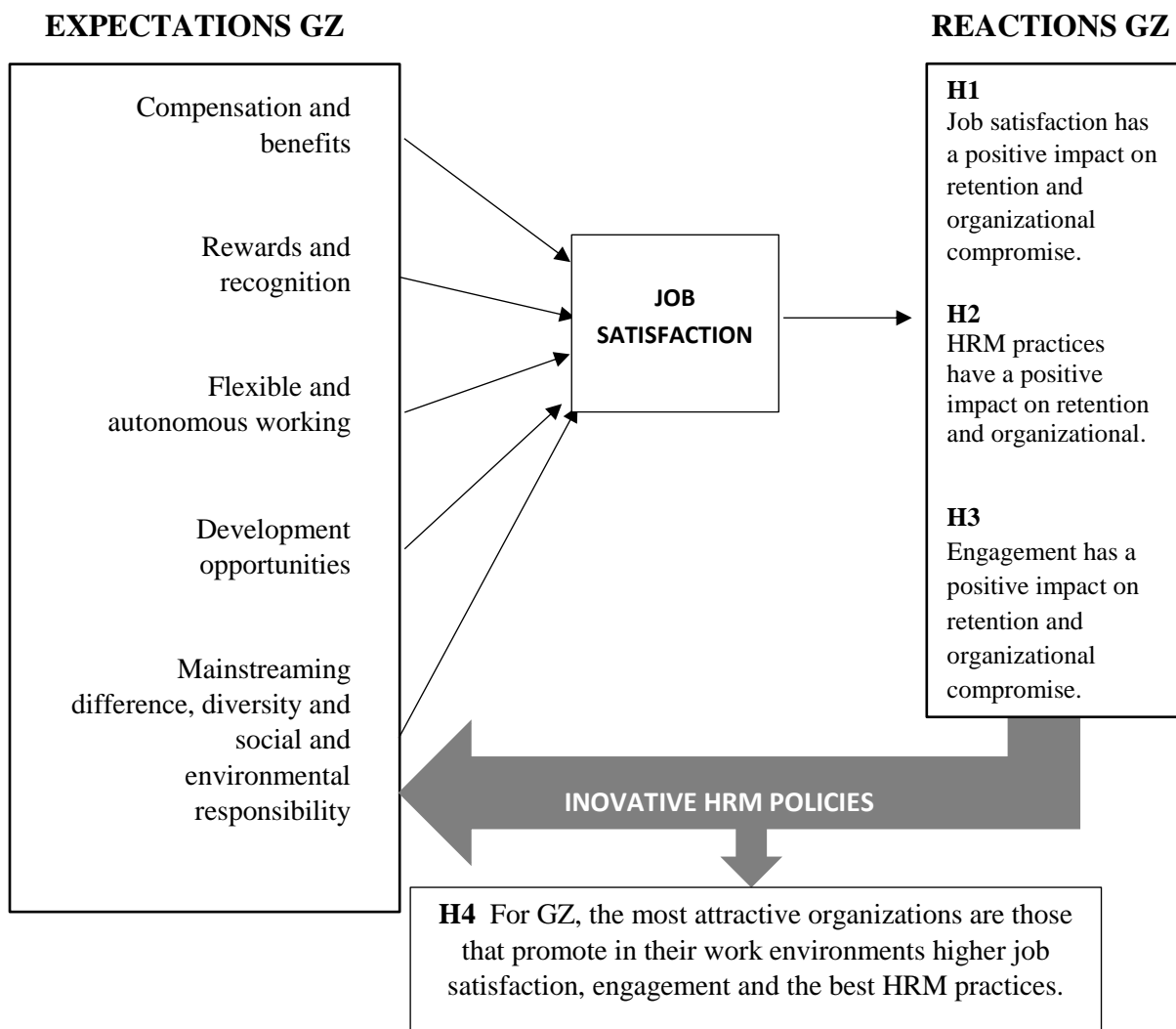
H3: Engagement has a positive impact on rotation intention and organisational commitment;

H4: For GZ, the most attractive organizations are those that promote in their work environments higher job satisfaction, engagement and the best HRM practices.

## **2.6 Conceptual Model**

The study proposes a conceptual model to empirically provide an explanation for the influence of organizations' HRM policies and practices on GZ.

For the construction of this conceptual model, in the literature review, the theoretical foundations related to the theme were explored. The empirical study intended to confirm the inferences drawn from the theoretical framework and broaden the field of view of the investigation (Lopes, 2017).



**Figure 1:** Conceptual model.

Based on a systemic assumption (Colle, 2002), in order to organise and understand a vast set of phenomena of great social and economic importance, this research seeks to relate a set of variables and processes that consider, conceptually, this multidimensional and systemic character of the object under study, also recovering the Theory of Dynamic Capabilities (Teece et al., 1997), to enhance the interactions between companies and society, in a constantly changing environment, and also ASA and TSD. It is about knowing how companies use their dynamic capabilities to promote the adaptation and suitability of the individual to the job and the organisation (ASA), in order to promote physical and psychological well-being, allowing self-determination so that the person can establish a commitment to their challenges and life goals (TSD), in order to gain

integrated capacity to attract, retain and involve the new generation of employees (Pompeu et al., 2017).

This work thus understands that HRM has an open systemic constitution that interconnects HR practices into a whole, in order to achieve a systemic balance (Teece et al., 1997). With this model, we aim to understand the extent to which companies strategically define their HRM strategies in the face of GZ, seeking to ensure their economic sustainability in an increasingly competitive global economy.

### **3. METHODOLOGY**

#### **3.1 Type of Study**

The present study is empirical and exploratory, with a mixed methodological approach, going through not only the definition of categories, based on the literature review and the raising of hypotheses, but also a quantitative study that involved data collection through an online survey based on questionnaires, using a sample of 97 individuals from the GZ (Lopes, 2017). The qualitative study involved conducting interviews with 12 individuals from GZ.

Surveys are data surveys that describe relationships between variables of interest and are based on evidence obtained from a sample of a population (Fowler, 2009). Its use in this study is justified because it will allow the collection of primary data referring to the defined categories (recruitment, selection, retention and *engagement*), in addition to data related to the characteristics of organizations and HR managers.

The questionnaire-based surveys have been conducted in 77% of the studies that relate HRM to innovation (marked by the adoption of new products, processes and forms of management and organization) (Lopes, 2017) and have proven to be essential in the investigation, for the advancement of knowledge in the area (Bhattacharyya, 2011).

Data collection will take place according to the use of diversified instruments that allow an integrated approach to the quantitative and qualitative nature of the data (Alves et al., 2021):

#### **3.2 Quantitative Research**

Quantitative research online questionnaire to obtain a non-causal sample by quotas, following the Survey method with 97 participants.

##### **3.2.1 Survey sampling**

With regard to the present study, the total sample had 96 qualified participants from Generation Z, of both sexes, 66 women and 30 men<sup>1</sup>, residing in Portugal, and the entire sample has been working in their organizations for at least one year. Regarding the selection process, we opted for intentional non-probabilistic sampling “by judgment” (Cooper et al., 2012) due to the difficulty in identifying the network of respondents, as well as the need to select those who could somehow provide qualified information on the

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<sup>1</sup> One of the interviewees chose not to specify their gender.

adoption of innovations in HRM. This sampling procedure has been used in research on human resource management (Bhattacharyya, 2011) and innovation (Santos et al., 2014).

Even so, this type of sampling is not representative of the population (Malhotra & Birks, 2007), and may contain a random sample error, resulting from the prior probability of bias, due to the ease of obtaining the sample (Sanders et al., 2016).

### **3.2.2 Survey measures**

The questionnaire (Appendix A) is divided into five blocks. Before starting the questionnaire, respondents answered the question “Year of birth”, to ensure that they were part of Generation Z and over 18 years old, that is, only those who did not answer “Between 1995 and 2005” were directed to the end of the questionnaire.

The following question was: “Are you working or have you worked before?”, in order to ensure that all respondents had already been inserted in at least one organization. This question arose from the need to ensure that all respondents had already been subject, at least once, to human resources policies.

To assess the synthetic indices' reliability, we computed Cronbach's alpha coefficient. This coefficient ranges from 0 to 1, with values above 0,7 being considered favorable, as per Marôco (2018), to gauge the internal consistency of the indices. This aligns with the reliability standards established by Malhotra et al. (2006).

To analyse the research hypotheses related to what factors impact Gen Z organizational compromise and turnover intention five compound variables were created. The five variables created are coincident with the items presented in the research model.

The first block concerns Engagement at work. Its measurement was made using the scale developed by Schaufeli and Bakker (2004): Utrecht Work Engagement Scale. The response to each item follows a Likert-type scale, from 1 (Strongly Disagree) to 7 (Strongly Agree). “Engagement” is composed of 17 items such as “At my job, I feel full of energy.” with the respective Cronbach’s Alpha value standing at 0,95.

The second block refers to the turnover intention, using the measuring instrument developed by Roodt (2004) “Turnover intention”. This original scale is composed of 15 items, of which only five were selected to be applied in the Survey. After the data collection was done one item was eliminated in the “Turnover Intention” compound variable in order to elevate the validity score. In annex it is possible to consult which are the items that compose each synthetic item. The variable “Turnover Intention” with four

items “How often do you think about leaving your job?” presents a Cronbach’s Alpha coefficient that reaches 0,84.

The third block concerns the degree of satisfaction with the Human Resources policies in which the measurement scale developed by Delery & Doty (1996) was used. The variable “HRM Practices Satisfaction” elaborated with 10 items such as “Employees at your job can make a lot of decisions” and has Cronbach’s Alpha coefficient attaining a value of 0,84.

The fourth block refers to the degree of organizational commitment and is used as a measure in the Organizational Commitment Questionnaire (OCQ) (Mowday et al., 1979), validated for the Portuguese population by Carochinho et al. (1998). The scale consists of a total of 15 items, categorized into three different dimensions:

- a) Affective component, an individual's emotional attachment towards the organization.
- b) Continuance component, the subject's commitment based on the perceived costs of leaving the organization.
- c) Normative component, sense of responsibility and duty towards the organization.

Regarding the “Organizational Compromise” variable, with 15 items, eg, “I feel loyalty to the organization”. The calculated Cronbach’s Alpha coefficient is 0,79.

The fifth block refers to the degree of satisfaction with the organization. The variable “Job Satisfaction” is also composed of 17 items the Cronbach’s Alpha value reaches 0,94.

All items present in this study, Engagement, Turnover Intention, HRM Practices Satisfaction, Organizational Compromise and Job satisfaction have a Cronbach's Alpha greater than 0,7. Finally, respondents were asked to respond to some questions of demographic and personal nature – age, gender and position held in the organization.

### **3.2.3 Survey data processing**

Data analysis started after the end of collection. Given their quantitative nature, this analysis was carried out using the IBM SPSS 26 program (Statistical Package for Social Sciences). The questionnaire was answered by a total of 115 respondents, of which 38 were excluded, ten for having answered “before 1995 and after 1005” to the first question of the questionnaire, “Year of birth”, not qualifying to belong to the sample defined as Generation Z; the remaining 28 respondents were eliminated for not having completed

the questionnaire which, according to Malhotra and Birks (2006), also constitutes a factor for eliminating the sample. Thus, from 115 initial respondents, and after eliminating all those who did not qualify for the present study, the final sample had 97 individuals. After cleaning the database, five new composite variables were created.

### **3.3 Qualitative Research**

Qualitative research was based in interviews for the direct collection of information on the challenges facing organizations in terms of HRM and on the strategies that are being implemented by companies to capture, retain and engage GZ. It was allowed to complement the statistical data through the systematization of knowledge about the subjective and complex issues of HRM (Alves et al., 2021).

In its qualitative component, the research was guided by research questions that support the raising of hypotheses, without intending to test or prove results (Gil, 2002). It is intended to respond to research questions and verify hypotheses through the use of empirical sources that induce conclusions and sustained theories that can be directly applicable in dynamic intervention practices and policies, on a contemporary phenomenon and in permanent adaptation to a complex set of variables, such as the HRM activity (Gil, 2002).

#### **3.3.1 Interview sampling**

Regarding the current study, the complete sample consisted of 12 participants of both genders, predominantly residing in Lisbon. It's noteworthy that the entire sample has been employed within their respective organizations for a minimum of one year. Data of seven female participants and five male participants, all from Generation Z were analyzed. Regarding the number of years in the job market, one has been in the market for six years, one for five years, three for four years, five for two years, and two for one year. Regarding educational qualifications, six participants hold a bachelor's degree, five possess a master's degree, and one holds a secondary school diploma (Appendix D).

#### **3.3.2 Interview structure**

It was structured according to the following categories (constructs or independent variables) considered necessary to obtain and organize the study data (Kerlinger, 1980) recruitment, selection, retention and engagement , seeking to collect information on the dependent variables considered important for the study: compensation and benefits; rewards and recognition; flexible and remote working;



development opportunities and diversity and social and environmental responsibility as job satisfaction and engagement factors. Each interview lasted approximately ten to 15 minutes to be completed. The questions that guided the interviews were as follows:

1. In general, how would you rate your level of satisfaction with human resources policies in your current or most recent work experience?
2. Regarding your company's compensation and benefits policies, what is their impact on your motivation at work and intention to change organisations?
3. Does your company have a reward and recognition system? How important is it for you?
4. How important is the possibility of remote work and flexible working hours for you?
5. In your opinion, what is the impact of being in an organisation without career development opportunities?
6. Are the social responsibility and diversity represented in your company factors that impact your commitment to the organisation?
7. Can you imagine leaving a job because of lack of satisfaction with human resources policies or practices? Could you explain further? Do you know of any cases?
8. Are there specific human resources policies that you believe could be improved to increase talent retention and engagement in Generation Z employees?

### **3.3.3 Interview data treatment**

The interviews conducted as part of the qualitative data analysis were originally executed in the Portuguese language. Following this, a translation process was undertaken, rendering the interviews into English for subsequent analysis. To maintain uniformity throughout each interview and prevent any data gaps, every interview was immediately transcribed into the written text after its conclusion. All responses were documented accurately, and to preserve confidentiality, the names of individuals and personal data were excluded. The transcriptions were made to be clear, direct, and comprehensive. Ensuring consistency across the transcriptions was possible since the researcher alone was responsible for the transcription process.

The transcripts were studied using the condensation method, as described by Saunders et al. (2009). This approach involves condensing longer statements into brief summaries, with additional notes from the researcher about the interviewee and the interview context. Applying this method helped to get a clear overview of the data, identify meanings and connections between interviews, and link the data to the research questions.

## 4. RESULTS

### 4.1 Sampling Characterization

As stated before, our survey sample is composed by 97 participants, with the display of the socio-demographic data. From the total of participants 66 (68,8 %) are female and 30 (31,3%) are male. In terms of age sector, it was found that only one participant was aged between 18 and 21, while the most relevant age group was between the ages of 22 and 25 with 56 (58,3%) participants, and 39 (40,6%) participants over 25 years old. Regarding how many years in the job market 53 (54,6%) replied between one to three years, this sector thus becomes the most significant sector for the present study, 32 (33%) replied three to five years, and 12 (12,4%) participants replied with over five years. With regard to the position held in the organization, “collaborator” was the option with the highest rate of respondents (85,4%), representing 82 elements of the sample. Followed by “middle management” with 13 (13,5%) of the sample and only one participant picking the option “top management”.

#### 4.1.2 Quantitative analysis results

For this analysis, a significance level of 0,05 was used, meaning that when the values are equal or lower than 0,05, the effect is statistically significant.

In the third stage, the selected constructs and variables was tested through the statistical technique of Multiple Linear Regression (Lopes, 2017). In order to address the research question and to validate the research hypotheses H1, H2, and H3, two multiple linear regressions were conducted. Satisfaction with HRM practices, job satisfaction, and engagement were employed as independent variables in both regression analyses. Regarding the first regression, by analysing the independent variables proportion of variance in the dependent variable “Turnover Intention (Model 1 – Appendix B), it was observed that our independent variables explain 61,4% of the variance in “Turnover Intention”. This conclusion was drawn from the examination of the adjusted coefficient of determination (adjusted  $R^2$ ). The  $F$ -test indicated that our independent variables and the dependent variable “Rotation Intention” ( $F_{(3,85)} = 47,597$ ,  $p < 0,005$ ) are statistically significant. As for the impact of the independent variable “HR policies satisfaction” on “Rotation Intention” ( $\beta = 0,098$ ;  $t = 0,701$ ;  $p = 0,485$ ), it lacks statistical significance in explaining this relationship. The impact of the independent variable “Organization satisfaction” on “Rotation Intention” ( $\beta = - 0,682$ ;  $t = 3,187$ ;  $p = 0,002$ ), is statistically

significant. The final independent variable “Engagement” impact on “Rotation Intention” ( $\beta = -0,566$ ;  $t = 4,876$ ;  $p = 0,000$ ), is statistically significant. Lastly, in examination of the model involving the independent variables “HR policies Satisfaction” “Organization Satisfaction” and “Engagement” with the dependent variable “Organizational Compromise” was conducted (Model 2 – Annex C). Through the adjusted coefficient of determination (adjusted  $R^2$ ), it was observed that the combined variance of the 3 independent variables accounts for 58,7% of the variance in “Organizational Compromise”. Regarding the influence exerted by the independent variables on the dependent variable “Organizational Compromise” it is evident that “Engagement” ( $\beta = 0,420$ ;  $t = 3,943$ ;  $p = 0,000$ ) emerges as the most noteworthy predictor. When analysing the independent variable “Organization Satisfaction” we can conclude that ( $\beta = 0,300$ ;  $t = 2,278$ ;  $p = 0,025$ ) is the second most noteworthy predictor. Finally, regarding the independent variable “HR policies satisfaction” ( $\beta = 0,127$ ;  $t = 1,138$ ;  $p = 0,258$ ) no significance is found in explaining the analysed relationship. In this manner, by examining the  $F$ -test, it can be deduced that the model ( $F_{(3,84)} = 42,187$ ,  $p = 0,000$ ) holds significance. We can conclude that this regression model is a good fit for our data. Furthermore, the model demonstrates a favourable alignment between the observed values within the sample and those predicted by the model.

## 4.2 Qualitative Research Analysis

Regarding the level of satisfaction with the HR policies in their current job, seven people stated to be satisfied while the other five participants found not to be satisfied or with a medium level of satisfaction with few HR policies developed in their current companies or even without a well-defined HR department.

*I feel quite satisfied, we are a small company with 8 employees, and there is strong communication between the whole team, without hierarchies. There is good work management and a focus on developing skills through interesting projects and clients. P9*

*At the moment, the company where I work does not have very well-defined HR policies since we do not have an HR department. For this reason, I would say that my level of satisfaction is average. P5*

The data shows that the 12 people interviewed classify compensation and benefits policies as a very impactful factor in their work motivation and intention to change

organization. It was stated by eight participants that they would look for a new job opportunity if they weren't satisfied with their salary and compensation.

*At this time, I am not satisfied with my company's compensation policies. Because of this, I feel less and less motivated to work and I consider changing jobs more and more. It is the main factor for my demotivation. P2*  
*Compensation and benefits policies have a lot of impact on my motivation. With regard to my intention to change organizations, that's for sure, if I'm not satisfied with my salary, I'll look for new opportunities. P10*

We can find that five of the participants work within companies with a rewards and recognition system which they describe as highly impactful for both their motivation and they also explain that this policy makes them feel valued by the company. The other 7 people are working for organizations without a rewards and recognition system, and they all agree that this type of system would greatly benefit their work motivation and feeling of being a valued asset for the company.

*My company has a quarterly bonus reward system that is based on our performance and evaluation. This is something that is highly valued and that ends up affecting my motivation a lot. This shows that the company values those who manage to go above and beyond what is necessary. P8*

*There was only the normal compensation which was the salary. Now regarding rewards with specific objectives or something similar, there was nothing. This would have been something positive, it would have been a good way for the company to value their workers. I would feel more motivated and valued. It is important for the person to feel motivated not only with the base salary but also at other times to have bonuses associated with performance.*

P4

Remote work and flexible working hours were something that all participants defined as being one of the determining factors they take into consideration when choosing a new job opportunity. Two of the participants classify remote work and flexible hours as being so decisive as the salary for motivation and turnover intention. The data shows that when presented with a new opportunity with the same salary conditions and the possibility for an improvement on these factors workers would take the new position. Work-life balance improvement was pinpointed by six participants when had remote work implemented into their work routines.

*For me it is extremely important, it would improve my work-life balance. It greatly influences my motivation and turnover intention. I would consider leaving for an opportunity with the same salary conditions if it offered greater possibilities for remote work and flexible hours. P7*

*Again, for me, both remote work and flexible arrangements are very important. I think this is one of the most important factors because I can do most of my work remotely and it allows me to better balance my work with my personal life. This is one of the factors that I always question in the interview process and that I consider when choosing a new job. P11*

All 12 participants classified career development opportunities as one of the most decisive factors when taking into consideration a new job opportunity. It is stated by 8 participants that would not stay in a job where career progression was not a possibility. From the data, we can gather that it is one of the factors with the biggest impact on work motivation and turn over intention.

*Being in a company without career development is unthinkable for me. Every year I have an evaluation to progress and changing companies was a factor that I would consider. This is one of the factors that impact my motivation, but in my opinion, it should be taken for granted. In my opinion, factors such as rewards for overtime, salary, and feeling valued as a person have more impact on my motivation. P2*

*For me, it would not be an option to be working without an opportunity for development. If there is no kind of development accompanied by an increase in salary conditions, it would have a tremendous impact on my motivation and turnover intention. P6*

*It would not make sense at this point, for many of us at the beginning of our careers, the objective is to evolve, also in terms of remuneration, but to accumulate responsibilities and progress in our careers. Without this possible progress, it is difficult to imagine our future passing through this company. P4*

While all participants think that social responsibility and diversity represented is crucial for a good and healthy work environment for some it is not as decisive as for others. Six people say that while this is something important in their life it is not the most impactful HR policy in their work motivation in comparison to the previous stated. One

person stated that this is not a factor that they would take into consideration while deciding between two different job opportunities. It is also stated by two people that factors like compensation and benefits would have a greater impact on work motivation or the lack of career progression opportunities. Stated that this is one of the most important factors and that would not take an opportunity that wasn't aligned with my personal values we have five people, with one of them, reinforcing not even with a higher salary.

*I really value a company that has a social responsibility and that represents diversity. I think that having environmental and cultural responsibility is crucial for a good organizational environment, besides that I want to work in a company that reflects my moral values. P1*

*Yes, this factor has a lot of impact on me. Our Generation Z cares a lot about social responsibility, inclusion, and diversity. It's not these factors that would make me decide between two jobs, but it's something that really has an impact on motivation. P3*

When participants were asked if they could imagine themselves leaving a job due to a lack of satisfaction with human resources policies or practices the answers were all positive. Real life personal examples were given by three people and two stated to currently being in a situation where the lack of satisfaction with some of the HR policies discussed is causing them to look for new job opportunities since being very unmotivated and not engaged with their current company.

*Undoubtedly, by the way.... I've done it before. I feel that there are still many companies that do not value human resources policies and the importance they have on employees. P1*

*Any human resources policy that has an impact on my well-being would make me consider leaving or starting a new job opportunity. P12*

Finally, regarding specific human resources policies that participants believe could be improved to increase talent retention and engagement with Gen Z employees, it was compensation and benefits, flexible working hours, and remote work were the most appointed factors. Compensation and benefits policy influencing the most work

motivation, engagement, and turnover intention was the most consensual factor, indicated by nine people. Right after were Flexible working hours and remote work by eight people. Two participants also stated that rewards like bonuses would have a great impact on retention and motivation. The possibility to develop within a company was the 3<sup>rd</sup> most indicated factor by four people. Diversity in hiring and the company values having a great impact was also started by two. Finally, it was stated that the HR department should do regular inquiries to understand Gen Z's necessities, needs, and wants and this information should be taken into consideration while solving problems.

In the course of our qualitative research, we have conducted in-depth examinations and analyses to shed light on the relationships between various key variables in the context of job satisfaction, HRM practices, engagement, and organizational commitment. The results of the qualitative study are in line with those of the quantitative study, confirming all the hypotheses. Our qualitative data reveals a consistent pattern where individuals reporting higher levels of job satisfaction tend to exhibit a stronger intention to remain within their current roles and display a deeper commitment to their organizations. The qualitative narratives underscore the significance of contentment in one's job as a determinant of loyalty and attachment to the organization; our research substantiates the hypothesis that effective Human Resource Management (HRM) practices positively influence both rotation intention and organizational commitment. Participants consistently highlighted the role of supportive HRM strategies in fostering a sense of belonging and a desire to stay with the organization. The qualitative insights gathered in our study strongly support the notion that engagement is closely linked to rotation intention and organizational commitment. Engaged employees, as depicted through our participants' experiences, exhibit a heightened inclination to stay with their organizations and remain committed to their roles. Our research in the specific context of GZ reveals that organizations perceived as highly attractive by individuals align closely with the variables elucidated in hypotheses 1 to 3. Participants consistently expressed a preference for organizations that effectively nurture job satisfaction, implement robust HRM practices, and foster engagement among their workforce.

In sum, our qualitative research not only confirms the validity of these hypotheses but also provides rich and nuanced insights into the mechanisms through which job satisfaction, HRM practices, engagement, and organizational commitment are interconnected. These findings contribute valuable knowledge for both academia and practitioners seeking to enhance employee retention and organizational attractiveness.

### 4.3 Discussion

Returning to the original question, “What should be the meaning of restructuring HRM policies and practices in view of the need for organizations to gain competitiveness in attracting, motivating and retaining GZ talent?”, this chapter discusses the results of the study in comparison with the Literature Review. Overall, we can conclude that hypotheses 1, 3 and 4 have been confirmed as true and are supported by the analysis of the data collected, while hypothesis 2 is only partially supported. Specifically, the study found that, in line with Aggarwal et al. (2020), Mitchell (1982), Fairris (2004), Wiedmer (2015), Schrot (2019) and Wagar et al. (2006), that stated that remuneration and benefits have a positive impact on job satisfaction. However, the impact of satisfaction with HR policies on turnover intention was not statistically significant.

Reiterating Aggarwal et al. (2020); Wiedmer (2015); Schrot (2019); Mitchell (1982); Fairris (2004); Wagar et al. (2006); Dibble (1999); Yamamoto (2009), research confirmed that rewards and recognition have a positive impact on satisfaction, and that, as Aggarwal et al. (2018), Adecco (2015); Wiedmer (2015); Harisis et al. (1993); SHRM, 2004; Dawleyet et al. (2010) Rafiq et al. (2019) and de Half (2015) refer, flexible and autonomous work has a positive impact on job satisfaction. Agreeing with Iorgulescu (2016); Rafiq et al. (2019); Harisis et al. (1993); SHRM (2004); Hebenstreit (2008); Dawleyet et al. (2010); Rodrigues (2021); Wehmeyer (1999); Ryan et al. (1981); Aggarwal et al. (2018); Schrot (2019); Yamamoto (2011); Junior (2010); Dibble (1999), it is also concluded that opportunities for professional, personal and knowledge development have a significant impact on job satisfaction and, as Luttrell et al. (2021); Aggarwal et al. (2020); Francis et al. (2018); Hais et al. (2016); Wiedmer (2015); Schawbel (2014); Lockton et al. (2019); Bencsik et al. (2016); Chiavenato (2008); Harisis et al. (1993); Dawleyet et al. (2010); Hebenstreit (2008); Albizu et al. (2013); Sousa (2021); Bazote (2013); McCrindle (2014); Jordão (2016); Schneider et al. (1987); Adecco (2015); Iorgulescu (2016); Rafiq et al. (2019); Schrot (2019) refer, identification with a corporate culture that integrates difference, diversity and social and environmental responsibility in its values has a positive impact on GZ recruitment and job satisfaction.

In fact, for GZ, the most attractive organizations are those that do well in the variables contained in Hypotheses 1 to 3 and that generate job satisfaction, namely: remuneration and benefits; rewards and recognition; flexible and autonomous work and opportunities for professional, personal and knowledge development. Thus, 100% of respondents classified telecommuting and flexible hours as determining factors that generate satisfaction and that, therefore, they take into account when choosing a new job



opportunity. At the same time, they consider that remuneration policies and benefits, as well as career advancement opportunities, are factors that have a major impact on their motivation to work and their intention to change or remain in an organization.

All these findings confirm Hypothesis 1: “Job satisfaction has a positive impact on retention and organizational commitment” and further support Welch et al. (2005) and Chiavenato (2008) when they overlap the General Theory of Administration, which favors salary in employee motivation, with the need to develop strategies capable of creating social trust. This social trust is related to social capital and its variations and implies that, in the recruitment process, which follows the selection process, the attraction of talent by organizations reflects the importance they attribute to human capital and their addition policy of value. This recognizes the importance of hiring talent, understood as a differentiated and distinctive workforce capable of adding value to organizations and which must be the object of specific retention strategies. In this context, this work also corroborates Gilmore (2010) when he foresees new major challenges for HRM, which will have to take into account the new paradigm that dictates that the selection and recruitment processes and the suitability of individuals for the organization must be based on psychological and social factors, taking into account your personality, characteristics and culture. In fact, the survey results clearly reveal a high level of demand on the part of GZ towards organizations, reflected in the fact that they make their satisfaction and resulting commitment and retention directly dependent, to a large extent, on factors involving policies and HRM strategies. These results corroborate Yamamoto (2011) when he states that, in an extremely competitive market economy and with increasing job turnover, it is essential that organizations develop strategies that guarantee the selection and aggregation of competent human resources and their retention. In this context, the explanation presented by Kyndt et al. (2008) also fits: young workers, as they do not correspond to the traditional business model, are less stable in companies than workers of older generations, which, as stated by Dibble (1999), should lead organizations to a management of human resources that respond to these concerns, in order to gain the commitment and engagement that leads to employee retention (Dibble, 1999).

Thus, this study demonstrates that job satisfaction is fundamental for the GZ to commit to and retain in an organization and that this satisfaction also passes on a large scale, as Sousa (2021) mentions, due to the attention that the GZ recognizes that the HRM considers the different generations that coexist in the organization, in the light of a sociological analysis, considering in its policies the subjectivity of human beings, their way of thinking and acting, their interests and expectations. This attention should be the

cornerstone of a decisive and competent strategy to encourage the recruitment, engagement and retention of employees. Through this strategy, it will be possible to favor the creation of conditions that allow the productivity maximization objectives defined by the organization to be more easily achieved. Thus, validating Bazote (2013), the consideration of organizational and educational issues, along with logic and economics, by HRM, will be fundamental for business success, given the sharp changes that have been taking place in work and employment, mainly as a result of the great evolution of Information and Communication Technologies. This study, noting also that none of the interviewees showed any inhibitions with regard to turnover, further confirms McCrindle (2014) and Jordão (2016), when they describe this generation as being “digital integrators”, learning quickly and prone to change. Corroborating Jordão (2016), Moura (2009), Vignoli et al. (2014) and McCrindle (2014), the characterization of the GZ sample in this study confirms that technology is the basis of their way of communicating and that it is oriented towards carrying out their work, preferring diverse and autonomous tasks, privileging immediate results, linked which is to social networks and the digital environment as privileged sources of knowledge. This is also the meaning of the references by Aggarwal et al. (2018), when the authors recognize in GZ a need for constant evolution and innovation, which they attribute to the fact that it was born and raised in a globalized world and under the domain of technology, making opportunities for professional, personal and knowledge development have a significant impact on job satisfaction. This assumption is confirmed by this study and, in turn, emphasizes the importance of applying the Theory of Attraction-Selection-Attraction (ASA) by Schneider et al. (1987), and from the Theory of Self-Determination (SDT) to HRM policies, as proposed by Wehmeyer (1999) and Ryan et al. (1981).

In fact, the confirmation of Hypothesis 1 allows us to assume that the individual's aptitude and engagement with work depend largely on the type of work, the functions performed and the work team, and that it is the qualities of people that define an organization and determine organizational behavior. People are attracted to a company according to their particular interests and personality traits, looking for the right option; the integration of an individual in an organization also implies their socialization in the explicit and implicit organizational culture, which means that the employees of an organization share the assumptions, values and beliefs that it instilled in them.

On the other hand, the study also confirms Hypothesis 1 when it finds that opportunities for professional, personal and knowledge development have a significant impact on job satisfaction and retention. This conclusion validates the Self-Determination

Theory (SDT), by Wehmeyer (1999), according to which an individual's health and psychological well-being are more possible the greater their commitment to life challenges and goals. The assumption defended by Ryan et al. (1981) that psychological well-being can be achieved through self-determination is equally validated. In fact, this study reveals 100% of respondents expressing the enormous importance they attach to career advancement opportunities when considering a new job opportunity and the majority (8 out of 12) their absolute reluctance to stay in the company if this essential condition not be fulfilled. This unwillingness of GZ to remain in an organization that does not provide professional and personal satisfaction clearly demonstrates that GZ insists on maintaining control over its destiny and that it reveals intentional behaviors that project its future, while validating Hypotheses 3, “Engagement has a positive impact on retention and organizational compromise”.

All study participants also stated, confirming Hypothesis 4, that the most attractive organizations are those that clearly reveal the variables contained in Hypotheses 1 to 3, that is, all those that provide them with job satisfaction. This result is corroborated by Aggarwal et al. (2018), who claim it is possible to establish a direct correlation between HRM practices, task performance and actual engagement. Therefore, following Aggarwal et al. (2020) and according to the results of the research, it is possible to conclude that, in order to guarantee business success, the labor market must be connected and remain open to communication, virtuous and global, with HRM practices having to define strategies that produce a positive impact on the worker's professional satisfaction, in order to increase their retention capacity and positively impact on engagement. Corroborating Aggarwal et al. (2020), we can conclude that it is up to organizations to understand this change and update, create and innovate in HRM, with new forms of leadership and adequate motivation strategies, under penalty of not being able to guarantee its sustainability.

#### **4.3.1 Theoretical and practical implications**

The theoretical implications of this research go through the corroboration of a clear tendency implicit in the academy when it attributes to the GZ a new power over the organizations that forces them to a HRM guided by brand new values, criteria and concerns. These involve a very significant and definitive appreciation of difference and differentiation, individual identity, opportunities for development and learning, creativity and critical thinking, respect for plurality and diversity, ethical, social, humanitarian and of environmental responsibility of organizations, than happened in previous generations.

These new HRM policies will have to adapt to the new characteristics and expectations of GZ, which demonstrates a relaxed, self-confident and autonomous attitude, preferring independent, individual and flexible work adapted to new technologies and not settling for less than that. In line with the conclusions of Adecco (2015), Rafiq et al. (2019) and Half (2015), the interviewees demonstrated an analytical, pragmatic and realistic spirit, looking for the best opportunities with an entrepreneurial spirit, for a job that they intend to be, above all, motivating and satisfying.

This study also reveals the existence of expectations regarding employment and work that are very specific to GZ, confirming that opportunities for professional, personal and knowledge development have a significant impact on job satisfaction, which Schrot (2019) underlines that they should be to a very specific sociological context resulting from being digital natives and living in an era of resurgence of social justice movements and a cultural environment of security. These factors determine specific behaviors and needs, which generate equally unique expectations that will have to be managed efficiently by organizations, otherwise there will be greater turnover and lack of involvement and the consequent lack of competitiveness of organizations. This study clearly demonstrates that young people in the sample have a strong tendency to turnover and are not willing to give up their values, ethics, morals and expectations in favor of job security. This growing trend of GZ towards turnover is referred by Yamamoto (2011) as being one of the determining factors in HRM strategies for selection, recruitment and retention, and is seen by Júnior (2010) as fundamental in HR policies, giving this study on the subject is of great practical importance for organizations. It becomes clear, through the results obtained, that GRH must adapt to the vertiginous changes that affect the world of work, viewing its GZ employees as assets worthy of investment and capitalization, because that is what they expect to happen. This is demonstrated by the fact that 100% of respondents admitted that they could leave their jobs due to lack of satisfaction with human resources policies or practices, which, as Dibble (1999) and Yamamoto (2009) point out, is an important conclusion which should lead to a human resource management that can effectively respond to these concerns and win employee preference. The essence of HRM should largely involve managing expectations and, inherently, managing retention, through the development of HRM policies centered on retaining talent that has already been added or will be added over long periods of time, allowing them to work according to their expectations, ideas and values. In this context, the GZ expects the organization to assume a moral commitment towards them, which, as Yamamoto (2009) points out, involves the establishment of a psychological contract that implicitly defines

rights and duties between employer and employees and integration policies that contradict the greater insecurity and anxiety characteristic of the GZ.

## **5. LIMITATIONS OF THE STUDY AND PROPOSAL FOR NEW INVESTIGATIONS**

A limitation of the study is related to the small size of the sample, which limits the validity of the generalizations that can be made. On the other hand, the fact that the interviews in the qualitative study are closed, seeking consistency, implies that the research has not been deepened, leaving the researcher with the perception that more information could have been collected, if the applied methodology had not been so rigid.

On the other hand, there are limitations in the scope of the research, and it may be interesting to investigate in future occasions more deeply the way in which the GZ coexists with the other generations in the same company, and the way in which the GRH manages these differences. Will it seek to reduce distances and level identities or will it increasingly value differences, recognizing in them an important capital to be leveraged? How does GRH invest in training and digital literacy to try to level its human resources according to the GZ gauge? It is also recognized the pertinence of considering other important variables in a future study, in addition to HRM practices satisfaction, job satisfaction, engagement, and which in this work are only implicitly worked on. This is the case of flexible and autonomous working, engagement and organizational happiness. Namely, with regard to flexibility at work, it would be interesting to deepen what is envisaged in terms of GZ's relationship with telework and to what extent companies are available and prepared to embrace this challenge, without dropping other values that are also important for GZ and which will eventually be more difficult to implement when employees are telecommuting. It would be about trying to establish how telework impacts on work engagement and how organizations that favor telework can act, in terms of HRM, in order to provide satisfaction, organizational happiness and work engagement, thus allowing that telework becomes a favorable work modality for both organizations and workers. In this context, to the satisfaction and engagement variable, organizational happiness would be added. This approach may be all the more interesting as the academy demonstrates that teleworking, in its various dimensions and being a trend, also raises issues that should not be neglected by organizations and legislation, under penalty of damage to work engagement, business failure and of high social, economic and human costs.

## 6. CONCLUSIONS

In the light of the study carried out, and in an attempt to objectively answer the starting question of this research, "How should HRM policies and practices be restructured in the face of the need for organisations to gain competitiveness in attracting, motivating and retaining Generation Z talent?", we can conclude that Generation Z poses new challenges for organisations and their HR that should not be underestimated. Otherwise, the consequences could be a poor ability to attract and recruit, hire and retain skilled labour on which they largely depend and result in high turnover, which is decisively unfavourable to companies' objectives and their increasingly pressing need to guarantee high productivity and competitiveness.

As this study has shown, the specific characteristics of the GZ shape a new attitude and expectations towards work that call into question the traditional business model. This management of the GZ's expectations by HRM is crucial, given that the GZ's idealisation of work differs from that of previous generations; the GZ grew up in the wake of the technological revolution marked by the decisive preponderance of the Web, the Internet and the intensive use of smartphones and social networks, their privileged means of interaction and work tools. For the first time, children and young people have mastered skills in the new technologies, which they can teach to adults, and they are attracting attention and interest from all quarters of society, representing a new labour force that values careers and working models above all else and that is less dependent, conformed and stable in companies than workers from older generations. It is therefore essential for HRM to make the "retention management" of talent fundamental to its strategies, allowing them to work in accordance with their expectations, ideas and values.

This psychological contract implicitly imposes rights and duties between employer and employee, which requires HRM to include corporate integration policies that facilitate learning and professional success and career progression policies that meet GZ's expectations of professional and personal satisfaction.

In this sense, the institutional discourse will tend to be based on notions of equality, justice, diversity, inclusion, freedom of expression, moral conduct and social justice, favouring autonomy, creativity and flexibility at work and in practice.

In short, the implementation of an HR policy based on recognition and enrichment and career promotion, seeking to adapt to the profile of the new generation of workers with high digital skills and very defined values in relation to the culture and values practised by the company they work for, is essential to guarantee the sustainability and

competitiveness of organisations, which are increasingly dependent on a digitally specialised and scarce workforce. The paradigm governing the engagement of GZ workers has undergone a substantial change, implying that, for the first time, companies must urgently adapt to their evident dependence on their employees, adjusting their HRM policies in line with this new premise.

This study therefore reveals the importance of an integrated and systemic view of work that puts into perspective and establishes the appropriate connections between the mechanisms through which job satisfaction, HRM practices, commitment and organisational engagement are interconnected, jointly boosting business success.



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## APPENDIX A – SURVEY

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Início do bloco: Apresentação

Q1 O presente questionário surge no âmbito da realização da Dissertação no Mestrado em Gestão, do ISCTE Business School pela aluna Inês Casimiro. O inquérito tem como finalidade avaliar de que forma as políticas de recursos humanos afeta o engagement e a retenção de talento na geração Z. Todos os dados recolhidos serão utilizados para fins estritamente académicos, garantindo a total confidencialidade e anonimato dos inquiridos. O preenchimento deste questionário demora cerca de 5 minutos. Obrigada pela sua contribuição! Para alguma dúvida ou questão adicional pode deixar o seu email em baixo.

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Fim do bloco: Apresentação

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Início do bloco: Bloco de questões

Q2 Ano de nascimento

Entre 1995 e 2005

*Apresentar esta opção:*

*If Q2 != Antes de 1995 e depois de 2005*

Antes de 1995 e depois de 2005

*Avançar para: Fim do inquérito Se Q2 = Antes de 1995 e depois de 2005*

Q3 Está a trabalhar ou já trabalhou anteriormente?

Sim

Não

*Avançar para: Fim do inquérito Se Q3 = Não*

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Quebra de página

Q4 Relativamente à sua relação com o seu trabalho atual, por favor, indique o seu grau de concordância com a escala de 1 a 7 (1 = Discordo totalmente a 7 = Concordo totalmente)

	Discordo totalmente	Discordo moderadamente	Discordo ligeiramente	Não concordo nem discordo	Concordo ligeiramente	Concordo moderadamente	Concordo totalmente
No meu trabalho, sinto-me cheio de energia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acho o trabalho que faço cheio de significado e propósito.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O tempo voa quando estou a trabalhar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No meu trabalho sinto-me forte e vigoroso.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sinto-me entusiasmado pelo trabalho que faço.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quando estou a trabalhar esqueço tudo o resto à minha volta.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho inspira-me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quando me levanto de manhã, sinto vontade de ir para o trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sinto-me feliz quando estou a trabalhar intensamente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenho orgulho no trabalho que faço.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sinto-me emerso no meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consigo trabalhar por longos períodos de tempo seguidos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Para mim, o meu trabalho é desafiante.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deixo-me levar quando estou a trabalhar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No meu trabalho sou bastante mentalmente resiliente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
É difícil desapegar-me do meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No meu trabalho sou sempre perseverante, mesmo quando as coisas não correm bem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Q5 Sobre a sua intenção em permanecer na sua atual empresa, por favor, indique o seu grau de concordância com a escala de 1 a 7 (1 = nunca a 7 = sempre)

	Nunca	Quase nunca	Raramente	Às vezes	Frequentemente	Quase sempre	Sempre
Com que frequência pensa em deixar seu emprego?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Com que frequência sonha em conseguir outro emprego que atenda melhor às suas necessidades pessoais?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pensa na probabilidade de aceitar outro emprego com o mesmo nível de remuneração se lhe fosse proposto ?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Com que frequência costuma ansiar por mais um dia de trabalho?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Com que frequência procura na internet oportunidades alternativas de trabalho?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Quebra de página

Q6 Relativamente à sua satisfação com as políticas de recursos humanos na sua atual organização, por favor, indique o seu grau de concordância com a escala de 1 a 7 (1 – Discordo totalmente a 7 – Concordo totalmente)

	Discordo totalmente	Discordo moderadamente	Discordo ligeiramente	Não concordo nem discordo	Concordo ligeiramente	Concordo moderadamente	Concordo totalmente
No seu trabalho têm planos de carreira claros dentro da organização.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As aspirações de carreira dos funcionários dentro da empresa são conhecidas pelos seus superiores imediatos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No seu trabalho os funcionários que desejam uma promoção têm mais de uma posição potencial para a qual poderiam ser promovidos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programas de formação extensos são fornecidos para os trabalhadores.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Existem programas formais de formação para ensinar aos novos contratados as habilidades necessárias para realizar o seu trabalho.

Os funcionários no seu cargo podem esperar permanecer nas organizações pelo tempo que desejarem.

Os funcionários no seu trabalho podem tomar muitas decisões.

Os funcionários têm a oportunidade e de sugerir melhorias na forma como as coisas são feitas.

No seu trabalho os superiores mantêm uma comunicação aberta com os funcionários

Os indivíduos no seu trabalho recebem bônus com base no lucro da organização.

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Quebra de página

Q7 Relativamente ao seu compromisso organizacional com a sua empresa atual, por favor, indique o seu grau de concordância com a escala de 1 a 7 (1 = Discordo totalmente a 7 = Concordo totalmente)

	Discordo totalmente	Discordo moderadamente	Discordo ligeiramente	Não concordo nem discordo	Concordo ligeiramente	Concordo moderadamente	Concordo totalmente
Estou disposto/a esforçar-me mais do que o normal para ajudar esta organização a ser bem-sucedida.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quando falo com os meus amigos e familiares refiro-me a esta organização como um bom local para se trabalhar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sinto lealdade para com a organização.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quase que aceitaria qualquer cargo para continuar a pertencer a esta organização.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acho que os meus valores e os valores desta organização são similares.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sinto orgulho em dizer aos outros que faço parte desta organização.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>Sentir-me-ia bem a trabalhar noutra organização diferente desde que o trabalho fosse similar.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Esta organização estimula-me, fazendo com que obtenha um bom desempenho.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Nas presentes circunstâncias, não seria fácil sair desta organização.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Estou extremamente contente por ter escolhido esta organização para trabalhar e não outras pelas quais poderia ter optado.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Não há muito a ganhar ou a aprender pelo facto de estar nesta organização.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Frequentemente encontro algumas dificuldades em concordar com as políticas desta organização em matérias importantes relativas aos seus colaboradores.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Preocupo-me  
sriadamente  
com o destino  
desta  
organização.

Para mim esta  
é a melhor  
organização  
para se  
trabalhar.

Ter decidido  
trabalhar para  
esta  
organização  
foi um erro da  
minha parte.

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página

Q8 Em relação à tua satisfação com a tua empresa atual avalia cada um dos seguintes factores numa escala de 1 a 5.  
(1 –Totalmente insatisfeito/a a 7 – Totalmente satisfeito/a )

	Totalmente insatisfeito/a	Insatisfeito/a	Nem satisfeito/a nem insatisfeito/a	Satisfeito/a	Totalmente satisfeito/a
Cultura organizacional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Segurança e estabilidade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oportunidades de formação e desenvolvimento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oportunidades de progressão na carreira	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Espírito de equipa / cooperação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acompanhamento e/ou apoio na realização das minhas funções	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estilo de liderança da minha chefia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Realização pessoal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funções desempenhadas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Momentos de feedback sobre o meu desempenho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reconhecimento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comunicação interna (comunicação de informações sobre a organização)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Espaço para sugerir/innovar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversidade e inclusão	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Responsabilidade social, cultural e ambiental da organização	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexibilidade nos modelos de trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equilíbrio vida pessoal/vida profissional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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**Q9 Idade**

- 18 - 21 anos
- 22 - 25 anos
- Mais de 25 anos

**Q10 Género**

- Feminino
- Masculino
- Prefiro não responder

**Q11 Há quantos anos se encontra no mercado de trabalho?**

- 1-3 anos
- 3-5 anos
- Mais de 5 anos

**Q12 Cargo desempenhado na sua organização**

- Colaborador
- Chefia intermédia
- Chefia de topo

Fim do bloco: Bloco de questões

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## APPENDIX B – Summary of Regression Model I

Model	Variables	Adjusted R Square	ANOVA			Std. Error of the Estimate	Coefficients			
			F	df	Sig.		Standardized Coefficients (β)	t	Sig.	Unstandardized (B)
1	HRM Practices	0,614	47,597	3	0,00	0,84471	0,75	0,701	0,485	0,098
	Satisfaction Job						-0,403	-3,187	0,002	-0,682
	Satisfaction Engagement						-0,499	-4,876	0,00	-0,566

## APPENDIX C – Summary of Regression Model II

Model	Variables	Adjusted R Square	ANOVA			Std. Error of the Estimate	Coefficients			
			F	df	Sig.		Standardized Coefficients (β)	t	Sig.	Unstandardized (B)
2	HRM Practices	0,587	42,187	3	0,00	0,58555	0,127	1,138	0,258	0,111
	Satisfaction Job						0,30	2,278	0,025	0,338
	Satisfaction Engagement						0,42	3,943	0,00	0,318

## APPENDIX D – List of Interview Participants

Participants	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
Interview date	30/mar	04/abr	10/abr	11/abr	17/abr	20/abr	24/abr	26/abr	27/abr	05/abr	08/abr	16/abr
Age	23	25	23	26	28	26	23	26	26	26	26	27
Number of years working	2	4	2	4	6	1	1	2	2	4	2	5
Work Sector	Marketing	Auditing	Marketing	IT Consultancy	Logistics and Transportation	Finance Consultancy	Telecommunications	Recruitment Consultancy	IT Agency	Construction	Pharma	Multimedia
Work Position	Campaign Specialist	Senior Consultant	Marketing Assistant	Software Developer	Admin Assistant	Finance Consultant Jr	HR Recruiter	Consultant	Designer	Admin Assistant	Product Manager Junior	Multimedia Assistant
Educational Qualification	Bachelor's Degree in Marketing	Master's Degree in Finance	Master's Degree in Marketing	Masters in Informatics Engenering	Bachelors in IT Management	Bachelors in HR Management	Bachelors in HR Management	Masters in Finance Quatitative Methods	Bachelors in Communication and Multimedia Design	Masters in Pharmacy	Masters in Pharmacy	High School Degree

## APPENDIX E – Interview Data

	1. In general, how would you rate your level of satisfaction with human resources policies in your current or most recent work experience?	2. Regarding your company's compensation and benefits policies, what is their impact on your motivation at work and intention to change organisations?	3. Does your company have a reward and recognition system? How important is it for you?	4. How important is the possibility of remote work and flexible working hours for you?	5. In your opinion, what is the impact of being in an organisation without career development opportunities?	6. Are the social responsibility and diversity represented in your company factors that impact your commitment to the organisation?	7. Can you imagine leaving a job because of lack of satisfaction with human resources policies or practices? Could you explain further? Do you know of any cases?	8. Are there specific human resources policies that you believe could be improved to increase talent retention and engagement in Generation Z employees?
P1	At the moment I feel very satisfied with the human resources policies adopted by my current company.	I think the company I am currently working for has a good compensation and benefits policy, especially compared to other companies I have worked for. It pays overtime and gives the possibility to employees to work on holidays to receive an extra in the salary, in addition the career progression is well defined in the first years. However I feel that the salaries should be higher, if the salaries were adjusted to the current situation of the country, possibly employees would not feel the need to work extra hours to have a more comfortable salary, at the same time I think this is a common problem with almost all companies in Portugal.	As I mentioned earlier, my company acknowledges and compensates employees for overtime hours worked. However, I don't feel there is any additional compensation beyond the payment that is owed to the employee. For example, there is no recognition for a job well done or extra effort from the employee.	Personally, I give a lot of importance to remote working and flexible working hours, in fact, I would venture to say that for me it is as important as the salary component.	When I apply for a position, I always look at the possibility of developing my career in the company or group. But, to be completely honest, I don't need to know what the career development possibility is in 10 years, because I don't feel that at this stage of my life I will spend so much time in one company. However, I think it's very important to know what steps to take to be able to progress within 2/3 years. For example, the company where I currently work has the career progression very well stipulated for 2, 3, 4 years maximum. However, I don't feel that the company itself wants to have employees for much longer and this is reflected in the ages of the employees, with no one over 40.	I highly value a company that has social responsibility and embraces diversity. I believe that having environmental and cultural responsibility is crucial for a good organizational environment. Furthermore, I want to work for a company that reflects my moral values.	Absolutely, indeed... I've done it before. I feel that there are still many companies that do not value human resources policies and the importance they have for employees.	Yes, I think all companies always have aspects of improvement that they should work on to increase employee engagement. I think there should be regular employee surveys to try to understand what those aspects are. In my opinion, Generation Z highly values flexible working and the possibility of working remotely, when the job allows it. The pandemic we are experiencing has only exacerbated what was already inevitable in the future.
P2	My grade is very low.	At the moment, I am not satisfied with the compensation policies of my company. Because of that I feel less and less motivated to work and I consider more and more to change my job. It is the main factor for my demotivation.	Yes there is. We have an annual bonus and extra days of holidays to reward extra effort. Even though there is this system, it is not enough because it is not a transparent system that represents the real extra effort.	These are very important factors. Nowadays, the fact that I have flexible working hours is very important. At the moment, I have access to a flexible schedule. Remote working is not always possible as I have face-to-face contact with clients.	Being in a company without career development is unthinkable for me. Every year, I have evaluations to progress, and changing companies was a factor I would consider. This is one of the factors that impacts my motivation, but in my opinion, it should be a given. In my view, factors such as overtime compensation, salary, and feeling valued as a person have a greater impact on my motivation.	For me, diversity and social responsibility are very important factors that I do not see in my current company. There is no diversity of thought or minorities. It is not the factor that affects me the most in terms of motivation, but it is an important factor.	Yes. I'm considering that situation at the moment. I think the role of HR is to realise what the problems are and take them to management. In my company, HR only organises events and doesn't do its role, it makes me consider looking for a new job.	There should be equality in the workload, HR should analyse the existing problems and try to select. In my company, there are exit interviews and, although several factors are mentioned for improvement, there is no action to do so.
P3	Satisfactory. There are things to improve, there are good factors such as flexibility and health insurance, but there are also many factors to improve, such as the objectives and goals to achieve. The main point for me would be to start by organising a human resources department, to define who could give support and apply HR policies clearly.	In terms of salary, I think it's a good value for my first salary, but I know I can only achieve such a high value due to factors such as receiving twelfths. If I had a better salary offer, I would definitely take it and change jobs. It also affects my daily motivation.	No. Even if I were asked to work overtime, I know I would not be compensated for it. Therefore, I am not motivated to do any extra work either. Productivity awards would increase my level of motivation and engagement. We would have to start by knowing what goals to achieve.	For me, it is very important. For me, the ideal would be a hybrid regime, to have balance and flexibility of hours. With a 9 to 6 schedule you can't do some things. With the same salary and without these factors, I probably wouldn't take it unless it was for another area of work.	At the moment I feel like this: I work, but I don't know where I can get to, so I feel in a situation of uncertainty that makes me want to change jobs. If I had an opportunity for a new job with clear career progression, I would be motivated to change. Together, salary and flexibility are very important factors.	Yes, this factor has a lot of impact for me. Our generation Z cares a lot about social responsibility, inclusion and diversity. These are not factors that would make me decide between two jobs, but they are something that really impacts motivation.	Yes. I am currently considering a move due to being dissatisfied with the lack of overtime compensation and lack of opportunity for advancement and career development.	Flexible working, our generation highly values our freedom and work life balance. Diversity issues are also very important to our generation, who value companies that provide training and allow their employees to grow professionally. Also important are all the extra benefits that accompany the basic remuneration.
P4	The HR department was set up when I joined, although they were trying to define it, it was still very confusing what the roles of HR were, what the roles of the CEOs were, who up to that point were always very involved in HR decisions. Although there are things that need further division, my satisfaction overall was good.	For me, it's something relevant and it impacts how I feel in the company I'm working for. In terms of benefits, it's highly relevant in my field, where many companies offer them, and it can differentiate one company from another. Regarding the company where I used to work, it was the factor that led me to leave.	There was only the normal compensation, which was the salary. Rewards for objectives or something similar there was nothing. That would have been something positive, it would have been a good way for the company to value the worker. It would make me feel more motivated and valued. It is important for the person to feel motivated not only with the basic salary, but also at other times, with bonuses linked to performance.	I am in favour of this, it is something, because it helps employees to manage their time better and be more effective. Without spending time on travelling and lunches, the employee is able to have better results, as they can better combine these two lives and have good results in both. It can even lead to higher productivity and they will be more motivated, which can lead to better results for the company.	At this moment, it wouldn't make sense; many of us at the beginning of our careers aim to evolve, not only in terms of compensation but also by accumulating responsibilities and advancing in our careers. Without this possibility for progress, it becomes challenging to envision our future being with that company.	Regarding the organisation, unless it's something I'm 100% against, I would say it would be a good thing to have. If the company has some concern and tries to interact with the surrounding community and tries to promote social responsibility, I think it makes perfect sense and is very positive, but it is not something that defines my interest or not in a company. I consider factors such as the compensation policy and other benefits and the projects that I will develop more important for my personal motivation.	Yes, that was my case. It was a culmination of situations, but mainly due to the compensation policy, I didn't feel valued, and the future prospects for career progression were not aligned with the responsibilities I was accumulating and the work I was doing compared to the rest of the market. These were the major reasons that led me to leave.	I go along with what I have already said. HR has to communicate with employees and realise what people really want to value people according to the work they do with bonuses, extra compensation, benefits and, at salary level, a fair value according to the market.
P5	At the moment, the company where I work does not have very well defined HR policies, since we do not have an HR department. For this reason I would say that my satisfaction level is medium.	For me, the compensation and benefits policy is one of the biggest factors that would make me want to switch companies.	At the moment, the company does not have any system, which is a pity, because I think it is very important to have this recognition for employees. A reward system would improve my motivation and performance.	Working remotely is something I would be very interested in, but I don't have the possibility in my current job. Flexible hours is something I have in my job and that, when looking for a new opportunity, I would always be careful to keep. It is a very important factor for me and has a big impact on my motivation.	I would always prefer the opportunity to develop, not to stagnate, to gain responsibilities. Without the opportunity to move up within the company, I would look for another opportunity.	Clear cases of social exclusion would have a big impact on my relationship with the company. I confess that it is not a factor that I pay more attention to on a daily basis. At first glance, I would look more at other factors, but this one definitely influences my assessment of the company. Clear cases of social exclusion would have a big impact on my relationship with the company. I confess that it is not a factor that I pay more attention to on a daily basis. At first glance, I would look more at other factors, but this one definitely influences my assessment of the company.	Yes, definitely. In the case of various situations, such as unfair pay or no career opportunities, I imagine myself leaving the company. I know of several such cases, but I am not in that situation at the moment.	In my opinion, salary policy, remote working hours and the possibility of flexible working hours are the factors with the most impact on the motivation and engagement of Generation Z.



P6	As a company, the policies are well implemented, there is a lot of organisation, there is good on boarding. The satisfaction level in general terms was very good because HR had everything very well structured. At the level of my specific department not so much.	I already knew that my intention would be to leave, and in a company where it is difficult to evolve quickly, it is not easy to evolve. It would not make sense to me the monetary value with which I would be increased at the end of the internship. At the time, the workload was very heavy and the fact that there was no overtime pay made me much less motivated to work.	To my knowledge, the company had not and this for me had greatly impacted my motivation and intention to turnover and leave the company.	For me it is very important, this and the future of work. It's going to be very present and it has to be very well exploited from now on. There are many facilities because we have a better work life balance, greater availability for the family. We save time in commuting, which can be allocated to work or rest. Remote working and flexible working hours are very important to me.	For me, it would not be an option to be working without development opportunities. If there is no development of any kind accompanied with an increase in salary conditions there is a tremendous impact on my motivation and turnover intention.	Yes, mainly social responsibility, since, for me, diversity has to be a factor already acquired and not open to discussion. As far as social responsibility is concerned, I think this is very important and I think it is important that HR shows what they are developing to all the employees of the company because this brings motivation and no intention to leave the company, when we feel represented by the company in all ways and when we feel that the company has social responsibility.	Yes, clearly, if the policies are not in line with my ideals.	I think it's very important to monitor career development, people's professional development. I think it's very important to have inclusion and diversity of people and social responsibility. Then, in terms of compensation and benefits, the value has to be appropriate to the work and also to society. We have to align salary with social responsibility, there has to be a balance.
P7	Currently, it would be a 6 out of 10, as the policies are not yet fully developed.	This policy has a very high expression on my motivation at work. If I were not satisfied, it would impact my intention to change organization.	Currently we do not have any system yet. As I said, procedures are still under development. This would be very important for me because it would make me feel valued and motivated.	For me, it is extremely important and would improve my work life balance. It greatly influences my motivation and turnover intention. I would consider leaving for an opportunity with the same salary conditions if it offered more possibility for remote work and flexible hours.	In those conditions, I would want to leave the company and switch to another organization.	Yes, the reality is that there is a lot of diversity in my current company. I feel more motivated working in such a company.	Yes, I can imagine myself leaving a company that doesn't have HR practices I believe in, in favor of one that did.	These would be the compensation and benefits policy and remote working and flexible hours. Increasingly we are looking for extra benefits to the basic salary.
P8	Regarding HR policies at a general level, I am satisfied with those that are in place.	As far as compensation and benefits are concerned, I am very satisfied. We have had updates to satisfy employees and give extra satisfaction and it has worked. I feel very motivated and this shows a concern on the part of the employer to listen to the needs of the employees and meet them. I am satisfied, and if I wasn't satisfied with the benefits policies it would impact my satisfaction and be something that would make want to change jobs.	My company has a quarterly bonus rewards system that is based on our performance and evaluation. This is something that is highly valued and significantly affects my motivation. It shows that the company values those who can go above and beyond what is required.	These factors are very important. For me, it is a determining factor in my satisfaction and motivation towards the company. If there was no possibility of remote work this would be a factor that would make me look for new opportunities.	Being in a company without these opportunities, or in a company in which it was not outlined how I would be able to progress would have a great impact in terms of motivation and satisfaction with the entity. If these factors are not obvious in terms of progressing in the company, it would be something that would lead me to look for a new opportunity that would allow me to grow.	These factors impact me a lot. In my company, we have a department focused on these issues and I can see if the company is in line with my values and has the same concerns as me. Nowadays, it would be unthinkable to be in a company that does not correspond to my personal values.	Yes, I would absolutely leave a position or company if I was not satisfied with the practices mentioned. I would feel that the company was not meeting what I was looking for and I would feel that I was not being valued with regards to HR policies.	The policies I consider most important are closely related to employee flexibility and feeling valued in the company. Remote work policies are highly valued, as well as the component of additional benefits, in addition to the base salary, such as bonuses. It shows that the company is placing trust in us and giving us the opportunity to receive extra compensation. This conveys that my work is valued, and my extra effort is being recognized.
P9	I feel quite satisfied, we are a small company with 8 employees, there is a strong communication between the whole team, without hierarchies. There is a good work management and a focus on skills development through interesting projects and clients.	I believe it adds motivation to the work, but compensation and benefits alone wouldn't make me stay in a company; I prefer being involved in a team and interesting projects.	The company I work for has salary updates every 6 months based on performance and pays profit bonuses distributed by employees.	It is important that the reward system is based on performance and specific metrics and if this is met, as an employee of the company, I would be very pleased. But unfortunately, I feel that in many sectors recognition is done on the basis of years of service, which is an extremely poor approximation to the value of an employee.	At the moment, in my area, I would not consider a physical job, only hybrid, always with more than 50% remote. I value flexible working hours and especially remote working where we can have different routines and have the company adapt to the employee and not the other way around.	I would feel demotivated if you were stagnant in personal and professional terms, if there was no contact with different teams and different projects.	Yes, it has an impact. I would not accept to work in a company that did not respect my social values even for a higher monetary value.	Factors such as no possibility of career development, as in companies that practice "rotating trainees" or lack of possibility of remote work regime would make him look for a new opportunity.
P10	I am currently quite satisfied with the policies we have.	Compensation and benefits policies have a lot of impact on my motivation. Regarding the intention to change organization, that is for sure, if I am not satisfied with my salary I will look for new opportunities.	No, my company does not have a reward system, but in my opinion it should. This is because I feel I would be more motivated in my work.	Yes, this is very important to me. For me, the possibility of remote work and flexible working hours is one of the most determining factors when choosing a new job. As well as salary, these are the factors that I think have the most impact on my motivation at work.	Opportunity for personal development in a company is something very, very important to me. If I were in this situation, I would seek a new job opportunity.	Yes, there is no doubt that social responsibility and diversity are increasingly important factors in the workplace.	Yes, I would be willing to leave a job if I was dissatisfied with any of the above policies.	I believe that to increase engagement and motivation, in our generation, the focus should be on compensation and benefits policies and the possibility of remote work and flexible arrangements. These are, in my opinion, the most determinant policies.
P11	I am generally satisfied with my company's human resources policies.	For me, the compensation and benefits policies in my company are a very important factor and are something that I take into consideration and if they are not aligned with my expectations it is enough for me to want to look for a new job.	I'm still new in this company, but yes, I think there is a recognition and reward system because this is a very talked about factor internally. For me, it is definitely important, I have experienced not having it and I know that is enough to make me feel devalued and unmotivated to perform my job the best way I know I can perform it.	Again, for me, both remote working and flexible working are very important. I think it's one of the most important factors because I can do most of my work remotely, which allows me to balance my work and personal life better. This is one of the factors I always ask about in the interview process and take into consideration when choosing a new job.	As I have already mentioned, having this concern for employees with their progression is at the level of salary progression and having a good basic compensation. I have been in a company where there was no possibility of progression and I know that in a future job this will be enough to not want that same job.	The part of social responsibility and diversity is even more important in the area of my company, which is in the health sector. I believe that we have even more obligation to have this social care and to be present in the community and to give support to others.	I've had to leave a job because I wasn't satisfied with the HR policies. I think it is very important to have motivated employees. Nowadays, the world of work is not only about the company asking; there have to be benefits and appreciation of employees for them to be motivated to work. If workers are not motivated, we will have the problem of turnover and they will not be able to retain our generation in their companies.	I think there is a long way to go. For me, the key point in choosing a new job is to have clear career progression opportunities: what is the clear path to take and what goals need to be achieved.
P12	I work with several companies and I am very satisfied with all of them. They all have various policies developed to support employees.	Compensation and benefits policies have the biggest impact. We need to feel that our work is being compensated monetarily. It happens that I have to refuse to provide services to companies if this factor does not meet the parameters I have set.	In some companies it happens. There are some rewards that can be monetary or in the form of participation in trainings, but it is something very punctual. I felt very valued and it definitely had a positive impact on my motivation to provide services to that specific company.	These factors are very important. Especially in this creative area, they are factors that have a direct impact on my productivity, motivation and even on whether or not I accept new projects.	I enjoy and give full priority to accepting projects where it is possible to continue my development at function level as well.	I would say that these factors are little considered by companies in my area. I would be very happy if companies would pay more attention to factors such as gender representation and social responsibility in my area. These are factors that I would definitely consider when choosing a new project.	Any policy that impacts my well-being would make me consider leaving or starting a new opportunity.	I think compensation policies are quite important to feel valued. Also nowadays the possibility of remote work and flexible working hours and representativeness are the ones that, in my opinion, have a bigger impact on our generation.