

Why Gen Z Stays, Strives, and Leaves: A Systematic Review of Organizational Dynamics and Employee Engagement

Jyothi K. C., Research Scholar, Department of Psychology, School of Psychological Sciences, Christ University, Bangalore, Karnataka, India.

Dr. Padmakumari P., Department of Psychology, School of Psychological Sciences, Christ University, Bangalore, Karnataka, India.

Abstract: Generation Z is rapidly emerging as a dominant workforce cohort, compelling organizations to re-evaluate traditional assumptions about employee engagement, commitment, and retention. This systematic review synthesizes global and Indian empirical research to examine the organizational and psychological drivers shaping workplace outcomes among Generation Z employees. Guided by self-determination theory, social exchange theory, and psychological contract theory, the review integrates evidence from 90 empirical studies published between 2010 and 2025. Thematic analysis identified seven core drivers influencing engagement and turnover intentions: autonomy and self-directed work, meaningful and purpose-driven employment, psychological safety and inclusive leadership, career growth and continuous feedback, work-life integration and digital well-being, perceived organizational support and social exchange, and sustainability orientation and eco-identity. Findings indicate that Generation Z prioritizes eudaimonic engagement, value congruence, learning agility, and authentic organizational practices over purely transactional incentives. Misalignment between espoused values and enacted practices, micromanagement, unmet developmental expectations, and inadequate psychological safety were consistently associated with disengagement and attrition. The review also underscores contextual specificities within the Indian workforce and highlights gaps in longitudinal and mixed-method research, offering evidence-based implications for adaptive human resource strategies.

Keywords: Generation Z, employee engagement, organizational commitment, retention work, psychological contract

1. Introduction

The developmental age group that was institutionalized between the years 1997 and 2012 has been observed to march towards workspaces with prominent numbers. These further organizations strive to understand the embedding of these individuals within the working frameworks. This developmental cohort is dynamic in ways that are already perceived by institutions with regard to comparable groups in understanding their sense of relatedness at work. In comparison to millennials who willingly accept to hustle through uncertainties as an exchange of receiving futuristic payments the Gen Z symbolizes those with lesser patience and with cryptic assurance (Schroth, 2019). These individuals have been brought up by observing financial perils that unfurl in authentic times like the recession in 2008, gig financial eccentricity and the disruptions caused by pandemic. Hence whenever these individuals navigate through the workspace, they automatically emit attributes of scepticism. The retrieval of these individuals has become more hazardous in professional settings like in the manufacturing avenues where conventional hierarchies and stringent disciplinary routines collide with Gen Z's assumptions of freedom and adaptability (Chillakuri, 2020). The turnover rates remain headstrong even when these individuals have understanding of the workforce and the commonality of hybrid programs.

This complexity is not attributed to incentives or reinforcements but about the judgement of the workforce as to whether it aligns with the ideologies and belief systems of Gen Z's or they are being nurtured as a whole individual rather than interchangeable tools. This transition from the paradigms of transactional employability to purposive engagement has become more systematic than optional (Gaidhani et al., 2019). In order to perceive about the contexts that uplifts the engagement competencies of Gen Z's or that negates their existence there is hence a need to construct structures that move across superficial contentment. The theoretical lens of self-determination gave a

Organization Development Journal

Volume 43, Issue 3, 2025

© The Organization Development Institute
Some Rights Reserved (CC BY-NC-ND 4.0).

ISSN: 0889-6402

<http://www.odjournal.org/>



foundational perspective when Deci & Ryan (2000) argued that the motivational levels of individuals rely on three mentalistic needs namely relatedness, competence and autonomy. The attribute of relatedness is concerned with workforce quality and associations that is already valued by Gen Z despite the labelling of being virtually detached. The sense of competence is perceived greater than the security of employment that depicts capacity building, constructive feedback and observable development. According to Gen Z the construct of autonomy is not solely about adaptable hours but also about the processes in which work is accomplished along with the capabilities of being a reliable and trustworthy source of decision-making (Duffy et al., 2018).

The second theoretical viewpoint of social exchange is embedded as the next layer that recommends the contexts when employees scrutinize the connections with the institutions through the position of mutualism that includes their judgement of personal contributions to the organization and the received outcomes (Cropanzano & Mitchell, 2005). Thus, the institutional support that is understood on whether the institution nurtures employee wellness transforms this environmental calculus. The experiences when Gen Z witnesses neglect within institutions it immediately governs capacities of disengagement. Lastly, the psychological contract theoretical overview further stressed on the unfulfilled presumptions. Thus, Gen Z develops implied assumptions about the rationale, transparency and developmental opportunities within organizations (Lub et al., 2012). In times of scarcity within real scenarios there is a progression of turnover rates. Thus, these theoretical frameworks cohesively guide in understanding not only the desires of Gen Z but instances that are also psychosocially valued by these institutions.

This present systematic review aimed to integrate the already known findings from empirical studies that are published globally and specific to the Indian Gen Z population and its institutional behaviors. Hence, from here reflect the consequent ones, firstly what are the noteworthy action-oriented and affective factors that led to the attrition rates and levels of commitment among Gen Z's? Is there any specificity about exhaustion, discrepancy of value alignment, lowered recognition or others? Secondly, how does the institutional practices like styles of leadership, adaptable policies, career developmental architecture and an understanding of purpose and whether it impacts the levels of engagement? Thirdly, what are the programs or systematic transformations that have shown the sustenance of retrieval and well-being among employees belonging to the Gen Z population? These research questions are relevant as its outcomes with its influence on HR strategies include shaping of institutional culture at the ground level. Hence, the greater rates of disengagement among Gen Z concerns with recruitment along with misalignment of value systems. Therefore, there is a need to understand the processes that direct the decision-making initiations of the questions that revolve around staying in the organization, investment of efforts, thoughts of absenteeism that may guide workplaces to transition from the knowledge-base of patterns to develop flexible and adaptable need-based systems.

The systematic review outcomes aim to result in the sustenance of related literature within workplaces by purposely identifying a relevant cohort that will govern the labour force in the upcoming decades. The recent scientific research studies stress on employees with a lowered age-range or millennials age groups that further underexplores the Gen Z population (Kultalahti & Viitala, 2015). Thus, by embedding these scientific empirical results the present review contributes to evidence-based information that can handhold the human resource managerial force and institutional policies. There is an urgency to develop strategies for Gen Z that instill methodologies that can be applied to other consequences. Instead, the aim is to trace pathways, paradoxes and context-specific methods that can be adapted by organizations. A greater turnover can be costly with regard to recruitment but also due to deficient institutional understanding and morale of the team. As institutions, if they develop their understanding about the motivational indicators that lead to Gen Z's levels of engagement and the causes that affect the commitment levels can further mentor in developing sustainable workspaces for others. Thus, along with addressing a dynamic generation its urgent to rethink about work that may improvise conditions across panels.

2. Methodology

2.1 Search Strategy and Databases Used

The search strategy was designed to capture both global and Indian empirical research on Gen Z workplace behavior. We used five major databases: Scopus, APA, PsycINFO, ResearchGate, the latter being particularly valuable for accessing Indian doctoral dissertations and region-specific

studies. The choice of databases reflects an effort to balance high-impact international journals with emerging research from Indian contexts, where Gen Z workforce dynamics may differ due to cultural, economic, and organizational factors (Kulkarni & Nithyanand, 2013).

The keyword strategy combined generational identifiers with organizational constructs. Primary terms included "Gen Z," "Generation Z," and "Zoomers," paired with behavioral and relational variables like "employee engagement," "retention," "turnover intentions," "meaningful work," "organizational commitment," "hybrid work," "psychological contract," and "job satisfaction." Boolean operators allowed for flexible combinations, ensuring we didn't miss studies that used adjacent terminology. For instance, some Indian studies refer to "young employees" without explicitly naming Gen Z, so age ranges (20–30 years) were used as secondary filters. Search strings were adapted slightly for each database to accommodate different indexing systems, but the conceptual scope remained consistent. This approach yielded a broad initial pool while maintaining relevance to the review's objectives.

2.2 Inclusion and Exclusion Criteria

Inclusion criteria were deliberately strict to ensure rigor and relevance. Studies had to be empirical—meaning they presented original data, whether quantitative, qualitative, or mixed-methods. Peer-reviewed journal articles, conference proceedings, and dissertations were eligible, but only if published between 2010 and 2025. This timeframe captures the period when the oldest Gen Z members entered the workforce and allows for longitudinal patterns to emerge. Participants needed to be Gen Z employees, operationalized as individuals aged 20–30 at the time of data collection, which roughly corresponds to birth years 1995–2005. We allowed slight overlap at the boundaries to avoid arbitrary exclusions. Full-text availability in English was required, though studies conducted in non-English-speaking countries were included if reporting was in English.

Exclusion criteria filtered out non-empirical work—literature reviews, opinion essays, or purely theoretical papers—unless they contributed directly to thematic synthesis. We also excluded studies that lumped generational cohorts together without disaggregating Gen Z-specific findings, as these lacked the precision needed for this review. Organizational context mattered too: studies focused exclusively on students or gig workers without traditional employment relationships were excluded, though hybrid and freelance arrangements within formal organizations were retained. This balance ensured we captured the realities of Gen Z work without straying into purely educational or informal economic settings.

2.3 PRISMA Flow Diagram

The identification phase began with 1,240 records retrieved from academic databases and an additional 20 from specialized registers like PROSPERO and government or HRM repositories, yielding a total of 1,260 records. Before screening, 265 records were removed: 210 duplicates were identified using citation management software, 30 were flagged as ineligible by automation tools due to incorrect indexing or non-relevance, and another 25 were removed for reasons such as retracted status or language incompatibility. This left 995 records for title and abstract screening.

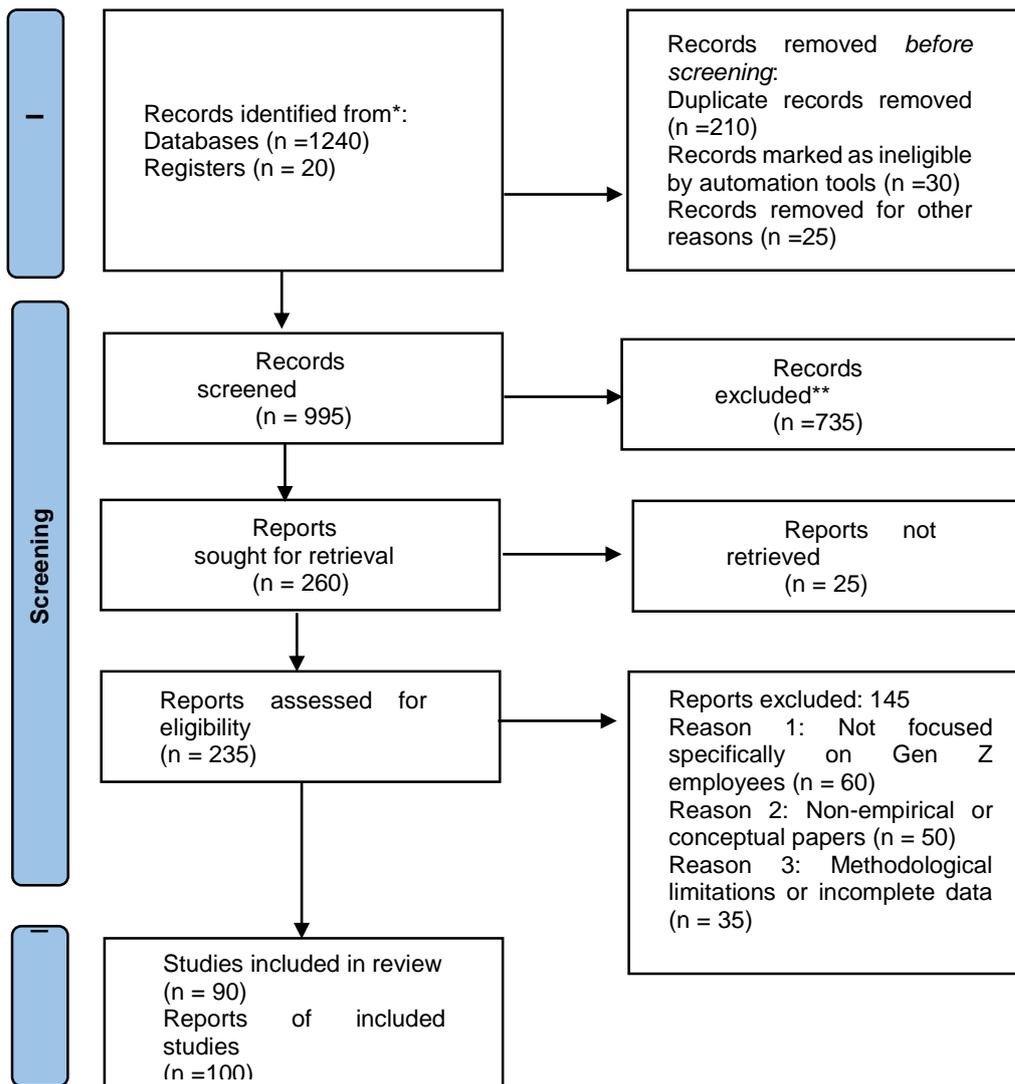
At the screening stage, two reviewers independently assessed relevance based on titles and abstracts. Of the 995 records screened, 735 were excluded for not being sufficiently Gen Z-specific or relevant to organizational retention and engagement. This left 260 reports for full-text retrieval. However, 25 of these could not be accessed despite contacting authors and institutional libraries, reducing the pool to 235 reports for full-text eligibility assessment. During this stage, 145 reports were excluded for three primary reasons: 60 were not focused specifically on Gen Z employees, 50 were non-empirical or purely conceptual, and 35 had methodological limitations or incomplete data that compromised their reliability. Ultimately, 90 studies met all inclusion criteria and were included in the final synthesis. An additional 10 reports were noted where datasets overlapped with included studies, bringing the total number of reports of included studies to 100.

2.4 Study Selection and Screening Process

The study selection process followed the PRISMA 2020 guidelines to ensure transparency and methodological rigor. The initial database search yielded 1,260 records, including 1,240 records identified from electronic databases and 20 records from registers and other sources. Prior to screening, 265 records were removed, comprising 210 duplicate records, 30 records marked as

ineligible by automation tools, and 25 records removed for other predefined reasons (e.g., irrelevance to organizational contexts). Following deduplication and preliminary exclusions, 995 records were subjected to title and abstract screening, of which 735 records were excluded due to lack of relevance to Generation Z employees, organizational settings, or employee engagement and retention outcomes. The remaining 260 reports were sought for full-text retrieval; however, 25 reports could not be retrieved, primarily due to inaccessible full texts or unavailable institutional sources. Consequently, 235 full-text reports were assessed for eligibility. Of these, 145 studies were excluded for the following reasons: (a) absence of a specific focus on Generation Z employees (n = 60); (b) non-empirical or purely conceptual nature (n = 50); and (c) significant methodological limitations or incomplete data reporting (n = 35). The final synthesis included 90 empirical studies, representing 100 reports, which formed the basis for thematic analysis and interpretation. A detailed overview of the screening and selection process is presented in Table 1.

Table 1: PRISMA Flow Summary



3. Results and Thematic Analysis

Theme 1: Autonomy and Self-Directed Work

Autonomy arises consistently as a fundamental driving force for Gen Z's competencies of participation engagement and the essence of self-control about work accomplishment. Various scientific findings showed that employees from this population strived in ecosystems that mould their work processes, experimentation with outcomes, and strengthened their sense of ownership for consequences (Chillakuri & Mahesh, 2018). This reflects their negation of irrelevant existent organizational structures that the structure in entirety. Thus, on occasions when institutions enforce inflexible hierarchical pyramids or micro-managerial initiatives these employees disengage rapidly, frequently rendering these processes as indications of cynicism (Goh & Lee, 2018). The predilection demonstrates in what way Gen Z acknowledges professional enterprise. Stationary occupational metaphors are perceived with limitations that may lead to suffocation among this population. As an alternative, there is a wrench towards project-driven functionalities that permit for capacity augmentation and inventive problem-solving strategies. Another finding on Indian IT specialists indicated that Gen Z personnel were meaningfully more content when their functions or roles and responsibilities encompassed cross-functional partnership and prospects to centralise disconnected project developments, even if those ventures were excluded from formalised job designations (Póznér & Kozák, 2025). Micromanagement, equally, was the sturdiest prognosticator of turnover purpose in the similar sample population. Therefore, it shows autonomy is not only an incentive but a psychosocial need that is associated straightforwardly into their competency levels and agencies within workspaces.

Theme 2: Meaning, Purpose, and Eudaimonic Engagement

Salary for Gen Z rarely enough is relevant. Thus, what differentiates this cohort is the strength with which they pursue purpose into their workspaces (Lysova et al., 2019). Scientific findings indicate that Gen Z personnel are more probable to remain within institutions that assimilate a strong sense of interpersonal vision or validate honest obligation to reason beyond turnover. This connects with psychologist's conceptual connotation known as eudaimonic well-being, that is the sagacity of prosperous life that originates from existing in harmony with one's personal principles, rather than the experience of pleasure or ease (Ryan & Deci, 2001). Indian research echoes this outline through a survey on Gen Z industrial personnel that narrated that those who professed their labour as contributory to social welfare—whether through sustainable initiative or community outreach—conveyed sophisticated administrative assurance, even when wage and reimbursements were diffident (Gagola & Prapunoto, 2024). The consequence was arbitrated by a sense of individual configuration that is when workforces sensed their ideals harmonised with that of the administration's specified mission, it is followed by participation. Nevertheless, there is a forewarning stating that Gen Z employees are intensely sensitive to performative persistence in times when establishments converse about standards but don't exemplify in exercise. Administrations that nurture purposive cultures account for sturdier maintenance due to authentic culture that is further operationalized in everyday choices (Glavas, 2016).

Theme 3: Psychological Safety and Inclusive Leadership

Psychological safety is a credence that an individual can verbalise, embrace hazards, and remain accountable for blunders without any distress of penalty or mortification that stands as a foundational base for Gen Z's workspace experiences. This cohort assumes surroundings where they sense safety to direct disagreement, inquire queries, or confess ambiguity (Edmondson & Lei, 2014). Conviction and a sense of belongingness emerge as requirements for participation. The absenteeism of these circumstances leads to the withdrawal of Gen Z employees in silence on some occasions or occasionally through collective absenteeism. Management style remains relevant as Gen Z settles near empathetic, reliable, and transparent leaders who verbalise processes, ways and by inviting through dialogues than delivering commands (Seemiller & Grace, 2017). Similarly, a study on Indian hospitality employees found that managers who were emotionally intelligent showed inverse correlation with turnover among Gen Z personnel that resulted in greater levels of professed empathy and interpersonal ability of a manager, the inferior the probability of attrition rates (Carmeli et al., 2009). Fascinatingly, this conclusion apprehended even when monitoring for pay and career progression prospects, signifying that the excellence of the leader-employee connection functioned

as a self-governing maintenance influence. Inclusive leadership style—where varied viewpoints are energetically implored and appreciated—additionally reinforces this association, predominantly for Gen Z personnel from marginalized circumstances who are specifically attuned to indications of segregation or tokenism.

Theme 4: Career Growth, Learning Agility, and Feedback Culture

The workspace as perceived by Gen Z is a forum for unceasing knowledge systems. As an alternative, Gen Z pursues *learning agility* that is the capability to obtain novel competencies, familiarize to fluctuating backgrounds, and continue employability across functions and administrations (De Meuse et al., 2010). Thus, in times when knowledge arcs compress, displeasure circles around at a faster rate. One longitudinal finding showed that Gen Z personnel who testified stationary talent growth were three times more probable to vocalise turnover purposes within six months as associated to those in positions with vigorous knowledge prospects (Bencsik et al., 2016). Mentorship and feedback circles emerge as pivotal at this stage. Gen Z desires for feedback—not yearly performance appraisals, but continuing, immediate input that benefits them to regulate and progress (Angeline, 2020). Indian research findings supported this result through a study on Gen Z personnel in Bangalore's technical subdivision that discovered individuals with admittance to official mentorship interventions described suggestively sophisticated job gratification and administrative obligation (Roy et al., 2025). This finding is supported by adaptability in careers where Gen Z's self-esteem competencies leverage professional transformation and career adjustment, where individuals become accountable for in working for their workspace trajectories (Briscoe & Hall, 2006).

Theme 5: Work-Life Integration and Digital Well-Being

The Gen Z population are unable to communicate through the workspace equilibrium. They pursue the capacity of *integration* by coinciding work and personal life with integrity that is further empowered by technology (Deloitte, 2022). COVID-19 augmented this modification, regularizing isolated and hybrid work replicas that Gen Z has principally incorporated. Nevertheless, amalgamation originates with jeopardies, chiefly around exhaustion and virtual overwork. The scientific findings associate virtual connection to psychosocial concerns among Gen Z. Similarly, a study on Indian Gen Z found that individuals with affective disinterest with the inability to mentally exclude oneself from work verbalized greater affective tiredness and lowered work contentment (Weale et al., 2022). Hence, institutions who apply the implementation of detachment as a policy through explicit norms show improvised well-being outcomes. Mindful digital usage by Gen Z showed greater accountability and well-being outcomes with personal control (Derks & Bakker, 2014). Thus, work-life balance leads to greater adaptability and self-sufficiency.

Theme 6: Organizational Support and the Social Contract

Apparently, the administrative support, whether employees trust their company, unconditionally care about one's mental health or well-being, has a persuasive consequence on Gen Z's emotional compulsion (Eisenberger et al., 1986). Transcend the transactional aspects of acquaintances, such as wages or salaries, in the context of employment. It is about even-handedness or justice, affinity or mutuality and implied communal agreement or a pact that administers the service connotation or association. When the employee (Gen Z) feels supported, they reply with discretionary effort, emotional speculation, and faithfulness. But the absence of proper support liquefies or thaws their levels of commitment. The theoretical viewpoint from a psychological construct stated that when Gen Z arrives in administration with incriminating anticipation about unmet development prophecies, the mental pact is broken, and gross revenue goals intensification (Lub et al, 2012). The industry of India, the background provides gaudy instances where the study on Gen Z workers in automobile component founds separated promises regarding aptitude training, where the most commonly cited expectation for conclusion, even more than pay discontent or dissatisfaction (Pandita & Ray, 2018). Online work representations thus supplement a composite or complex phenomenon. Gen Z workers circumnavigating hybrid measures have new expectations around liveness, impartiality, and recognition, for example, certifying that remote employees are not underprivileged or neglected as associated with on-site contemporaries. Management or administrations that are unsuccessful in accommodating these predictions risk losing faith and credibility. Reasonableness, transparency, and follow-up are not voluntary; they are the foundation of the novel societal arrangement (Shore & Coyle-Shapiro, 2003).

Theme 7: Sustainability Orientation and Eco-Identity

Approximately, scrupulously advanced is evolving in the information that is a construction between Gen Z's environmental awareness and organizational dependability. This is not just about corporate social responsibility (CSR) as an embossing exercise. For a subsection of Gen Z personnel—predominantly those with robust eco-identities—sustainability configuration purposes as a prognosticator of preservation (Döringer, 2020). They stay where ecological and moral principles match. A current study of Gen Z specialists in Europe found that workforces who recognised powerfully with ecological reasons were meaningfully more probable to continue with establishments that established authentic obligation to sustainability, assessed through initiatives like decrease of carbon, circular economy enterprises, or clear supply chains (Al Doghan et al., 2022). This consequence apprehended even when monitoring for wage, occupation development, and work-life equilibrium. Indian research studies hence are commencing to discover this through a minor but mounting form of effort that displays that Gen Z personnel in city centres like Mumbai and Delhi are progressively factoring conservational ethics into profession choice decisions. It is not worldwide—financial necessity that still governs for many—but for those with the honour to be discriminatory, sustainability is becoming inflexible. This entrenches eco-psychological apparatuses with organizational manners, signifying that identity-based conformation encompasses yonder individual values to telluric unities. Establishments that indifference this do so at their individual risk, principally as climate trepidation develops more all-embracing among younger acquaintances.

4. Discussion

4.1 Integrative Synthesis of Themes

The interface or interaction between self-reliance, administrative or management receptiveness, and fortitude does not function or sequence as three disconnected levers, but is dishevelled. Gen Z employees appear to evaluate workplace dependability, concluded a sympathetic mental conciliation: self-sufficiency without determination feels inaudible, while fortitude without independence can feel patronising (Twenge, 2017). Organisational or administrative understanding chances as the compulsory arbitrator, the entity that varies others' dependability. When a manager recommends malleability but terminates psychological health trepidations, the unconventionality misplaces its wealth. Still, on the other hand, establishments in the tech subdivision seem to have splintered this devising more proficiently than manufacturing or service businesses, principally because their saleable model's remuneration research and individual influence (Bencsik et al., 2016). Manufacturing multinationals, by discrepancy, often fight with unyielding pyramids that skirmish with Gen Z's prerequisite for speech and intercession. Amenity productions decrease ubiquitously in between negotiation about understanding and determination, but infrequently contrivance it architecturally. They want their commonplace determination to replicate the epitomes of their supervisor prerogatives to attitude for, and when that prearrangement breaks, dependability disintegrates quickly than previous generations might have endured (Chillakuri, 2020).

4.2 The Retention–Disengagement Continuum

It is easy to think people either stay or leave the job, but in real life, it is very slow and more complicated. Gen Z employees mainly move through stages or levels where they come in inquisitive, sojourn when they perceive growth, and accomplish well when freedom and guidance, competition, pull vertebral or pull back when expectations aren't encountered, leave if nothing improves (Singh & Dabgemei, 2016). This path isn't conservative; people shift between engagement and withdrawal contingent on the work and leadership, or split roles. Now, what is the purpose of what stopes' disentanglement or disengagement? Frequently, it's the existence of one reliable guide who makes work feel very practical and workable (Kultalahti & Viitala, 2015). Meaning matters when work feels decisive; people can know more contests. But continuous stress or worth clashes push them away very easily, exclusively if a sustainability-minded Gen Z employee determines the company is only pretending to be ethical (Schroth, 2019).

4.3 Implications for Organizations and HR Practitioners

Organisations that categorically want to retain Gen Z talent must reconsider the work itself, not just sophisticated surface-level perquisites. A mission statement doesn't bring meaningful work; it is produced from real structural fluctuations like a considerate job enterprise, seeing the direct impact of

one's effort, and chances to collaborate (Rudolph et al., 2021). Autonomy must be very genuine. Employees who were allowed to pick their work hours meant very little if the leaders continued to micromanage in all areas. The HR teams should take a feedback-based leadership rules where the managers are properly trained, not only to give feedback, but also to receive it without defensiveness and openly (Chillakuri & Mahesh, 2018).

New or young employees or workers expect psychological protection. Gen Z can send any kind of information easily. They grew up online, where corporate messaging has been noticed, criticised, and mocked in contemporary times. If a company states to care about sustainability or social justice, the workers will definitely look for proof in policies of procurement, of broader diversity and the actual process of practices. Their implications are very existential and strategic. Organisations that fail to adapt risk not just higher turnover, but reputational damage in a world where transparency is unavoidable.

4.4 Research Gaps and Future Directions

Despite the mounting form of works on Gen Z, numerous noteworthy knowledge gaps persist. Furthermost studies are cross-sectional in nature thereby apprehending snapshots rather than chasing how defiance toward labour progress over period (Bencsik et al., 2016). Longitudinal research studies would elucidate whether Gen Z's stress on determination is an unchanging attribute or something that changes with age and life conditions. There's also astoundingly little research stranded in non-Western settings, predominantly India, where generational dynamics interconnect with speedy financial alteration and lingering collectivist morals (Singh & Dangmei, 2016). Do Indian Gen Z workforces rank self-sufficiency as powerfully as their Western complements, or do family prospects and job safety consider more profoundly? Methodologically, most investigations rely on self-reported examinations, which have noticeable limitations. Mixed-method methods compounding interviews, observational information, and even neuroscience-informed procedures of engagement could propose wealthier visions (Rudolph et al., 2021). Lastly, approaching exertion must determine the part or role of digital possessions, not just reserved work pedestals, but AI-driven feedback organisations and gamified expansion trails, in influential Gen Z's knowledge of unconventionality and grit or determination.

5. Conclusion

Gen Z's authenticity and presentation are incessant, not by quantifiability incentives or obsolete custody methods, but by the deeper psychological accomplishment that comes from self-reliance, animated exertion, and a sagacity of appropriate. This cohort trails workrooms that categorise their uniqueness, nurture their expansion, and fetch into line their ethical and sustainability epitomes. While inexpensive or modest salaries and reimbursements remain germane, they are derisory without emotive association and purpose-driven participation. Conventional approaches that trust exclusively on transactional encouragements often are futile as they superintend Gen Z's inherent enthusiasm for genuineness encouragement, and all-inclusive. True preservation ascends when administrations breed a tenet of faith, flexibility, and eudaimonic achievement, where discrete fortitude and organisational assignment assemble. The Eudaimonic Organisational Alignment not only rallies performance but also precautions permanent workers' sustainability in an age elucidated by unsolidified occupations and developing labour individualities.

REFERENCE

- Al Doghan, M. A., Abdelwahed, N. A. A., Soomro, B. A., & Ali Alayis, M. M. H. (2022). Organizational environmental culture, environmental sustainability and performance: The mediating role of green HRM and green innovation. *Sustainability*, 14(12), 7510. <https://doi.org/10.3390/su14127510>
- Angeline, T. (2011). Managing generational diversity at the workplace: Expectations and perceptions of different generations of employees. *African Journal of Business Management*, 5, 249–255.
- Bencsik, A., Horváth-Csikós, G., & Juhász, T. (2016). Y and Z generations at workplaces. *Journal of Competitiveness*, 8(3), 90–106. <https://doi.org/10.7441/joc.2016.03.06>

- Benítez-Márquez, M. D., Sánchez-Teba, E. M., Bermúdez-González, G., & Núñez-Rydman, E. S. (2022). Generation Z within the workforce and in the workplace: A bibliometric analysis. *Frontiers in Psychology, 12*, 736820. <https://doi.org/10.3389/fpsyg.2021.736820>
- Briscoe, J. P., & Hall, D. T. (2006). The interplay of boundaryless and protean careers: Combinations and implications. *Journal of Vocational Behavior, 69*(1), 4–18. <https://doi.org/10.1016/j.jvb.2005.09.002>
- Carmeli, A., Yitzhak-Halevy, M., & Weisberg, J. (2009). The relationship between emotional intelligence and psychological wellbeing. *Journal of Managerial Psychology, 24*(1), 66–78. <https://doi.org/10.1108/02683940910922546>
- Chillakuri, B. (2020). Understanding Generation Z expectations for effective onboarding. *Journal of Organizational Change Management, 33*(7), 1277–1296. <https://doi.org/10.1108/JOCM-02-2020-0058>
- Chillakuri, B., & Mahanandia, R. (2018). Generation Z entering the workforce: The need for sustainable strategies in maximizing their talent. *Human Resource Management International Digest, 26*, 34–38. <https://doi.org/10.1108/HRMID-01-2018-0006>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- De Meuse, K. P., Dai, G., & Hallenbeck, G. S. (2010). Learning agility: A construct whose time has come. *Consulting Psychology Journal: Practice and Research, 62*(2), 119–130.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry, 11*(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01
- Deloitte. (2022). The Deloitte Global 2022 Gen Z and Millennial Survey. Deloitte.
- Derks, D., & Bakker, A. B. (2014). Smartphone use, work–home interference, and burnout: A diary study on the role of recovery. *Applied Psychology: An International Review, 63*(3), 411–440. <https://doi.org/10.1111/j.1464-0597.2012.00530.x>
- Döringer, S. (2020). The problem-centred expert interview: Combining qualitative interviewing approaches for investigating implicit expert knowledge. *International Journal of Social Research Methodology, 24*(3), 265–278. <https://doi.org/10.1080/13645579.2020.1766777>
- Duffy, R. D., Dik, B. J., Douglass, R. P., England, J. W., & Velez, B. L. (2018). Work as a calling: A theoretical model. *Journal of Counseling Psychology, 65*(4), 423–439. <https://doi.org/10.1037/cou0000276>
- Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. *Annual Review of Organizational Psychology and Organizational Behavior, 1*, 23–43. <https://doi.org/10.1146/annurev-orgpsych-031413-091305>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology, 71*(3), 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>
- Gagola, A., & Prapunoto, S. (2024). The meaning of work and organizational commitment of Generation Z employees. *International Journal of Science and Society, 6*(2), 309–317. <https://doi.org/10.54783/ijssoc.v6i2.1141>
- Gaidhani, S., Arora, L., & Sharma, B. K. (2019). Understanding the attitude of Generation Z towards workplace. *International Journal of Management, Technology and Engineering, 9*(1), 2804–2812.
- Glavas, A. (2016). Corporate social responsibility and organizational psychology: An integrative review. *Frontiers in Psychology, 7*, 144. <https://doi.org/10.3389/fpsyg.2016.00144>
- Goh, E., & Lee, C. (2018). A workforce to be reckoned with: The emerging pivotal Generation Z hospitality workforce. *International Journal of Hospitality Management, 73*, 20–28. <https://doi.org/10.1016/j.ijhm.2018.01.016>
- Kulkarni, M., & Nithyanand, S. (2013). Social influence and job choice decisions. *Employee Relations, 35*(2), 139–156. <https://doi.org/10.1108/01425451311287844>

- Kultalahti, S., & Viitala, R. (2015). Generation Y – Challenging clients for HRM? *Journal of Managerial Psychology*, 30(1), 101–114. <https://doi.org/10.1108/JMP-08-2014-0230>
- Lub, X., Bijvank, M. N., Bal, P. M., Blomme, R., & Schalk, R. (2012). Different or alike? Exploring the psychological contract and commitment of different generations of hospitality workers. *International Journal of Contemporary Hospitality Management*, 24(4), 553–573. <https://doi.org/10.1108/09596111211226824>
- Lysova, E. I., Allan, B. A., Dik, B. J., Duffy, R. D., & Steger, M. F. (2019). Fostering meaningful work in organizations: A multi-level review and integration. *Journal of Vocational Behavior*, 110, 374–389.
- Moola, S., Munn, Z., Sears, K., Sfetcu, R., Currie, M., Lisy, K., Tufanaru, C., Qureshi, R., Mattis, P., & Mu, P. (2015). Conducting systematic reviews of association (etiology): The Joanna Briggs Institute’s approach. *International Journal of Evidence-Based Healthcare*, 13(3), 163–169. <https://doi.org/10.1097/XEB.0000000000000064>
- Pandita, D., & Ray, S. (2018). Talent management and employee engagement – A meta-analysis of their impact on talent retention. *Industrial and Commercial Training*, 50(4), 185–199. <https://doi.org/10.1108/ICT-09-2017-0073>
- Pózner, B. M., & Kozák, A. (2025). From acquisition to retention: Expectations, motivation and commitment of Generation Z workers based on a systematic literature review. *Human Systems Management*, 44(6), 903–916. <https://doi.org/10.1177/01672533251339602>
- Roy, I., Islam, R., Arefin, M., & Rahman, S. (2025). How perceived supervisor and organizational support shape job satisfaction: The intervening role of work-life balance and organizational identification. *Open Journal of Business and Management*, 13, 2782–2809. <https://doi.org/10.4236/ojbm.2025.134148>
- Rudolph, C. W., Rauvola, R. S., & Zacher, H. (2017). Leadership and generations at work: A critical review. *The Leadership Quarterly*, 29(1), 44–57. <https://doi.org/10.1016/j.leaqua.2017.09.004>
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52, 141–166. <https://doi.org/10.1146/annurev.psych.52.1.141>
- Schroth, H. A. (2019). Are you ready for Gen Z in the workplace? *California Management Review*, 61(3), 5–18. <https://doi.org/10.1177/0008125619841006>
- Seemiller, C., & Grace, M. (2017). Generation Z: Educating and engaging the next generation of students. *About Campus: Enriching the Student Learning Experience*, 22(3), 21–26. <https://doi.org/10.1002/abc.21293>
- Shore, L. M., & Coyle-Shapiro, J. A. (2003). New developments in the employee–organization relationship. *Journal of Organizational Behavior*, 24, 443–450.
- Singh, A. P., & Dangmei, J. (2016). Understanding Generation Z: The future workforce. *South-Asian Journal of Multidisciplinary Studies*, 3(3), 1–5.
- Thomas, J., & Harden, A. (2008). Methods for the thematic synthesis of qualitative research in systematic reviews. *BMC Medical Research Methodology*, 8, 45. <https://doi.org/10.1186/1471-2288-8-45>
- Twenge, J. M. (2017). *iGen: Why today’s super-connected kids are growing up less rebellious, more tolerant, less happy—and completely unprepared for adulthood—and what that means for the rest of us*. Atria Books.
- Weale, V., Lambert, K. A., Stuckey, R., Graham, M., Cooklin, A., & Oakman, J. (2022). Working from home during COVID-19: Does work-family conflict mediate the relationship between workplace characteristics, job satisfaction, and general health? *Journal of Occupational and Environmental Medicine*, 64(10), 848–855. <https://doi.org/10.1097/JOM.0000000000002635>