

**Workplace Adjustment Challenges among Generation Z and Their Impact on
Work Performance.**

MA Human Resource Management

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Work Performance.**

MA Human Resource Management

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CHAPTER 1
INTRODUCTION

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INTRODUCTION

1.1 Introduction

Organizations in the twenty-first century operate in an environment characterized by continuous change, technological innovation, globalization, and increasing competition. In such a dynamic environment, human resources play a critical role in determining organizational success.

Employees are no longer viewed merely as resources but as strategic assets who contribute to innovation, productivity, and competitive advantage. As organizations evolve, understanding the characteristics, expectations, and behaviors of employees becomes increasingly important for effective workforce management.

One of the most significant developments in today's workforce is the entry of Generation Z employees into organizations. Every generation possesses unique experiences that shape its attitudes toward work, communication, leadership, and career development. These differences often influence workplace interactions and organizational outcomes. Consequently, organizations must understand generational differences to effectively manage employees and create productive work environments.

Generation Z represents individuals born between 1997 and 2012. This generation has grown up in a world characterized by rapid technological advancements, digital connectivity, social media influence, and instant access to information. As digital natives, Generation Z employees are highly comfortable with technology and often demonstrate strong digital skills. They are accustomed to fast communication, quick access to information, and flexible ways of working.

The transition from educational institutions to professional organizations represents a major life change for young employees. During this transition, employees are required to adapt to organizational structures, workplace cultures, professional expectations, communication practices, and performance standards. While some individuals adjust successfully, others may encounter

difficulties that affect their workplace experiences and effectiveness. The ability to adapt to organizational environments is referred to as workplace adjustment.

Workplace adjustment is a crucial process that enables employees to become integrated members of an organization. It involves learning organizational values, understanding job responsibilities, developing relationships with colleagues, adapting to workplace norms, and meeting performance expectations. Successful workplace adjustment contributes to employee satisfaction, commitment, motivation, and productivity. Employees who adjust well are more likely to experience positive workplace outcomes and contribute effectively to organizational goals.

However, workplace adjustment is not always easy. Employees may face challenges related to communication, supervision, organizational culture, work processes, role expectations, and interpersonal relationships. Such challenges can create stress, uncertainty, and dissatisfaction. If these challenges remain unresolved, they may influence employee attitudes and behaviors, including work performance.

For Generation Z employees, workplace adjustment can be particularly complex. Having grown up in a highly digital and flexible environment, they often enter organizations with specific expectations regarding work conditions, communication styles, leadership approaches, and career growth opportunities. They generally prefer collaborative work environments, continuous feedback, flexible schedules, and meaningful work experiences. When workplace realities differ from these expectations, adjustment difficulties may arise.

Many Generation Z employees expect rapid career progression and immediate recognition of their contributions. They value opportunities for personal growth and continuous learning. While these expectations can motivate employees to perform well, unmet expectations may create frustration and dissatisfaction. Consequently, understanding workplace adjustment challenges among Generation Z employees is essential for organizations seeking to retain and develop young talent.

Work performance is another important aspect of organizational effectiveness. Work performance refers to the degree to which employees successfully perform job-related tasks and contribute to organizational objectives. High levels of work performance enhance productivity, efficiency, customer satisfaction, and organizational success. Employee performance is influenced by various factors, including skills, motivation, organizational support, leadership, workplace environment, and adjustment to organizational culture.

The relationship between workplace adjustment challenges and work performance has attracted growing attention in recent years. Employees who successfully adjust to workplace environments often demonstrate higher levels of confidence, engagement, and productivity. In contrast, employees facing adjustment difficulties may struggle to meet organizational expectations and maintain consistent performance levels. Understanding this relationship is particularly important for organizations employing a large number of Generation Z workers.

As Generation Z gradually becomes a dominant segment of the workforce, organizations need to understand the factors that influence their workplace experiences. Human resource professionals must develop strategies that facilitate successful adjustment while promoting employee well-being and performance. Effective onboarding programs, mentoring initiatives, supportive leadership practices, and employee development opportunities can help young employees adapt successfully and contribute positively to organizational success.

Therefore, examining workplace adjustment challenges and their impact on work performance is both timely and relevant. The present study seeks to explore these issues among Generation Z employees and provide insights that may help organizations improve employee adjustment and performance outcomes.

Generation Z and The Modern Workplace

Generation Z is the newest generation entering the workforce and is expected to play a major role in shaping the future of organizations. Having been raised in a technology-driven environment, they possess characteristics that distinguish them from previous generations. Their experiences with digital technology, social networking platforms, and instant communication have influenced their values, behaviors, and expectations regarding work.

One of the defining characteristics of Generation Z is technological proficiency. They are highly familiar with digital tools and can quickly adapt to new technologies. This capability enables them to contribute effectively in workplaces that rely on digital systems and technological innovation. Their comfort with technology also makes them valuable contributors to organizational transformation initiatives.

Generation Z employees are often described as independent, ambitious, and career-oriented. They seek opportunities for learning, skill development, and professional growth. Unlike previous

generations that often prioritized job security, many Generation Z employees place greater emphasis on career advancement, meaningful work, and personal fulfillment. They are willing to explore different career opportunities in pursuit of their goals.

Another important characteristic of Generation Z is their preference for flexibility. They value work-life balance and often seek organizations that provide flexible working arrangements. Hybrid work models, remote work opportunities, and flexible schedules are particularly attractive to this generation. They also appreciate workplaces that promote employee well-being and mental health.

Communication preferences among Generation Z employees differ from those of older generations. Having grown up using digital communication platforms, they often prefer quick, direct, and transparent communication. They value frequent feedback from supervisors and expect regular communication regarding their performance and development. Organizations that fail to provide adequate communication and feedback may experience difficulties in engaging Generation Z employees.

Despite their strengths, Generation Z employees may encounter challenges when entering traditional workplace environments. Differences in workplace expectations, communication styles, leadership approaches, and organizational cultures can create adjustment difficulties. Young employees may struggle to adapt to formal organizational structures, hierarchical relationships, and rigid workplace rules.

The modern workplace is also characterized by increasing diversity and multigenerational interactions. Generation Z employees frequently work alongside Baby Boomers, Generation X employees, and Millennials. Each generation possesses unique values and experiences, which can sometimes lead to misunderstandings or communication barriers. Effective management of generational diversity is therefore essential for maintaining positive workplace relationships and collaboration.

Organizations must recognize that Generation Z employees represent the future workforce. Understanding their needs, expectations, and adjustment challenges is critical for attracting, retaining, and developing talented employees. By creating supportive work environments, organizations can maximize the potential of Generation Z employees while enhancing overall organizational effectiveness.

1.2 Significance of The Study

The present study is significant from both academic and practical perspectives.

Academically, the study contributes to the growing body of knowledge regarding Generation Z employees and workplace behavior. Although research on Generation Z has increased in recent years, studies examining workplace adjustment challenges and their influence on work performance remain limited. The findings of this study help address this gap in the literature.

From an organizational perspective, the study provides valuable insights into the experiences of Generation Z employees. Understanding workplace adjustment challenges enables organizations to design effective strategies that facilitate employee integration and development.

The study is also beneficial for human resource professionals. The findings may assist HR managers in developing onboarding programs, orientation activities, mentoring systems, and training interventions that support workplace adjustment. Such initiatives can improve employee satisfaction, engagement, and retention.

The study further contributes to employee well-being by highlighting the challenges faced by young employees during workplace transition. Addressing these challenges can create a more supportive and inclusive work environment.

In addition, the study provides practical recommendations for organizational leaders seeking to improve employee performance. Understanding the factors that influence workplace adjustment can help managers create conditions that promote productivity and effectiveness.

Finally, the study is significant in the regional context because limited research has been conducted on Generation Z employees in Kerala, particularly in Thiruvananthapuram. The findings may therefore serve as a valuable reference for future researchers and practitioners.

1.3 Statement of The Problem

Generation Z employees are entering organizations in increasing numbers and are expected to become a major segment of the workforce in the coming years. Although they possess strong

technological skills, creativity, and adaptability, they often face challenges while adjusting to workplace environments. Differences between personal expectations and organizational realities may create difficulties related to communication, supervision, workplace culture, work processes, and career development.

Workplace adjustment challenges can influence employee attitudes, job satisfaction, commitment, and workplace experiences. If these challenges are not effectively addressed, they may affect employee performance and organizational outcomes. Despite the growing importance of Generation Z employees, limited empirical research has examined how workplace adjustment challenges influence work performance.

Furthermore, studies focusing specifically on Generation Z employees in Kerala are relatively scarce. This lack of research creates a need for a better understanding of the adjustment experiences of young employees within local organizational contexts.

Therefore, the present study seeks to investigate the workplace adjustment challenges faced by Generation Z employees and examine their impact on work performance.

1.4 Objectives of The Study

1. To assess the workplace adjustment challenges faced by Generation Z employees.
2. To assess the level of work performance among Generation Z employees.
3. To examine the impact of workplace adjustment challenges on the work performance of Generation Z employees.

CHAPTER 2
REVIEW OF LITERATURE

CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction

Generation Z refers to individuals born approximately between 1997 and 2012 and is recognized as the newest generation entering the workforce. This generation has grown up in a highly digitalized world characterized by rapid technological advancements, widespread internet access, social media platforms, and instant communication. Unlike previous generations, Generation Z has been exposed to digital technology from an early age, making them the first true digital natives. Their upbringing in a technology-driven environment has significantly influenced their attitudes, values, behaviors, and workplace expectations.

Generation Z employees are often characterized by their technological competence, adaptability, creativity, and ability to learn quickly. They are comfortable using digital tools and technologies, which enables them to perform effectively in modern workplaces. Their familiarity with technology allows them to adapt easily to changing work environments and contribute to innovation within organizations. As a result, many organizations view Generation Z as a valuable source of fresh ideas, technological expertise, and innovative thinking.

One of the key characteristics of Generation Z is their preference for flexibility and work-life balance. They seek workplaces that provide opportunities for learning, career development, and personal growth. Unlike previous generations that prioritized job security, Generation Z employees often value meaningful work, professional development, and organizational support. They prefer organizations that encourage creativity, collaboration, and employee well-being. Additionally, they expect regular feedback and recognition from supervisors to help them improve their performance and achieve career goals.

Despite these strengths, Generation Z employees may experience challenges when transitioning from academic institutions to professional workplaces. Adapting to organizational culture,

workplace rules, communication styles, supervision, and performance expectations can be difficult for many young employees. They may find it challenging to adjust to hierarchical structures, formal communication processes, and organizational policies that differ from their personal expectations. Such adjustment difficulties can affect their workplace experiences and influence their effectiveness at work.

The increasing presence of Generation Z employees has created new opportunities and challenges for organizations. Their technological skills and innovative perspectives contribute positively to organizational growth, while their unique expectations require organizations to adopt employee-centered management practices. Therefore, understanding the characteristics and workplace experiences of Generation Z employees is essential for organizations seeking to improve employee adjustment, engagement, retention, and work performance. As this generation continues to become a significant part of the workforce, studying their workplace adjustment challenges and performance outcomes has become increasingly important for both researchers and practitioners.

2.2 Literature Reviews

Benítez-Márquez, Sánchez-Teba, Bermúdez-González, and Núñez-Rydman (2022) conducted a comprehensive bibliometric analysis titled *Generation Z Within the Workforce and in the Workplace: A Bibliometric Analysis* to examine the evolution of research concerning Generation Z employees and their role within modern organizations. The study was motivated by the increasing entry of Generation Z into the global workforce and the growing need for organizations to understand their workplace expectations, behaviors, attitudes, and challenges. Since Generation Z has grown up in a highly digital environment and possesses values and work preferences that differ from previous generations, organizations are increasingly required to modify their human resource practices to attract, engage, and retain these employees. The authors recognized that although numerous studies had explored individual characteristics of Generation Z, there was a lack of systematic research synthesizing the existing literature on their participation in the workforce and workplace. Therefore, the study aimed to identify major research themes, influential authors, publication trends, and future research directions related to Generation Z in organizational settings.

The primary objective of the study was to improve scholarly understanding of Generation Z within the workforce by identifying the dominant themes and research trends in the existing literature. Specifically, the researchers sought to analyze publication patterns, identify the most influential journals and authors, examine thematic developments over time, and determine future research opportunities in the field of Generation Z and workplace management. By mapping the evolution of research from 2009 to 2020, the study intended to provide a comprehensive overview of how academic attention toward Generation Z has developed and how organizations can better understand the needs and expectations of this emerging workforce. The study also aimed to provide valuable insights for human resource managers in designing strategies that improve employee adjustment, organizational commitment, and workplace effectiveness among Generation Z employees.

The researchers adopted a bibliometric research design, which is a quantitative review methodology used to evaluate the development of scientific literature within a particular field. Unlike empirical studies involving questionnaires or interviews, this research systematically analyzed previously published academic studies. The researchers collected data from the Web of Science (WoS) database, selecting publications related to Generation Z, workplace, workforce, and employees. Using carefully designed search criteria, they identified 102 publications published between 2009 and 2020. These publications included journal articles, conference papers, reviews, and other scholarly works. To ensure comprehensive coverage, the researchers included all available languages and document types indexed in the database. The collected data were then analyzed using SciMAT, an advanced bibliometric software that enables longitudinal thematic analysis, keyword mapping, citation analysis, cluster identification, and visualization of research evolution over different periods. The study divided the publications into four chronological periods to examine changes in research emphasis over time.

The findings revealed that research on Generation Z employees remained relatively limited until 2017, after which academic interest increased substantially. The year 2018 marked a significant turning point as more members of Generation Z entered the workforce, encouraging researchers to investigate their workplace behaviors, career aspirations, leadership preferences, technological capabilities, and organizational expectations. The study found that research themes gradually evolved from general discussions of "Generation Z" toward broader organizational concepts such as workplace management, leadership, organizational culture, career development, work attitudes, learning, and workplace outcomes. This evolution indicates that researchers increasingly

recognized the importance of understanding how Generation Z adapts to organizational environments and interacts with employees from different generations.

Another important finding of the study was that Generation Z employees possess distinctive workplace characteristics that significantly influence organizational practices. The literature reviewed in the study consistently described Generation Z as technologically competent, ambitious, self-confident, entrepreneurial, and highly adaptable to digital environments. At the same time, they demonstrate strong expectations regarding meaningful work, career advancement, work-life balance, flexibility, supportive leadership, continuous learning, recognition, and organizational social responsibility. The authors emphasized that Generation Z values honest communication, regular feedback, opportunities for professional growth, and collaborative workplace relationships. They are also more likely than previous generations to change jobs if their expectations regarding career development, organizational culture, or work satisfaction are not fulfilled. These characteristics create new challenges for human resource managers responsible for employee attraction, onboarding, retention, motivation, and workplace adjustment.

The study further highlighted that organizations must redesign traditional human resource management practices to accommodate the expectations of Generation Z employees. Rather than expecting new employees to adapt completely to existing organizational cultures, companies should develop flexible work environments, encourage innovation, provide technological support, establish mentoring systems, and promote open communication between employees and supervisors. The researchers also emphasized the importance of managing multigenerational workplaces, as organizations increasingly consist of Baby Boomers, Generation X, Millennials, and Generation Z working together. Without effective human resource strategies, differences in work values, communication styles, and leadership expectations may result in interpersonal conflict, reduced organizational commitment, and lower work performance. Therefore, organizations must adopt inclusive management practices that support successful workplace adjustment for employees across different generations.

The bibliometric analysis also demonstrated that research on Generation Z continues to be in its developmental stage. Although publication numbers have increased steadily since 2018, the authors observed considerable instability in research themes, indicating that many aspects of Generation Z employment remain underexplored. The dominant research clusters identified during the analysis included Generation Z, workplace, management, career, leadership, learning and

education, organizational change, workplace outcomes, and multigenerational workforce management. The study concluded that future research should investigate technological transformation, leadership development, organizational adaptation, employee engagement, digital work environments, workplace adjustment, and long-term career development among Generation Z employees.

The authors concluded that Generation Z represents a transformational workforce that requires organizations to rethink traditional management approaches. Human resource professionals play a crucial role in facilitating the successful integration of Generation Z employees by designing supportive organizational cultures, promoting effective communication, encouraging continuous learning, and creating workplaces that align with the expectations of younger employees. Since Generation Z is expected to become a dominant segment of the workforce in the coming years, organizations must proactively develop policies that improve employee adjustment, satisfaction, commitment, and work performance. The authors emphasized that organizations capable of adapting their management practices to the unique characteristics of Generation Z will achieve greater employee retention, organizational effectiveness, and long-term competitiveness.

The findings of this study are highly relevant to the present research entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." The study establishes that Generation Z employees possess unique workplace expectations and frequently encounter adjustment-related challenges when entering organizational environments characterized by traditional work structures and multigenerational workforces. It further emphasizes the importance of supportive human resource practices, organizational flexibility, leadership support, and effective workplace adaptation in enhancing employee performance and organizational outcomes. These findings provide a strong theoretical and conceptual foundation for the present study by highlighting the close relationship between workplace adjustment and work performance among Generation Z employees. Accordingly, the study supports the need to investigate how workplace adjustment challenges influence the work performance of Generation Z employees within the contemporary organizational context.

Sulistiyani, Nuphanudin, and Rifqi (2026) conducted a study entitled "Achieving Work-Life Balance Among Millennial and Generation Z Employees: Challenges, Strategies, and Performance Implications" to investigate how work-life balance influences employee performance among Millennials and Generation Z employees. The researchers recognized that younger generations

now constitute a significant proportion of the global workforce and possess work values that differ considerably from previous generations. Unlike earlier generations, Millennials and Generation Z employees emphasize flexibility, psychological well-being, meaningful work, and personal life alongside career development. However, they often face increasing economic pressures, digital connectivity, changing organizational expectations, and demanding work environments that make achieving work-life balance increasingly difficult. The study therefore sought to examine the relationship between organizational support, work-life balance, employee performance, job satisfaction, and well-being while identifying the major workplace challenges experienced by younger employees and exploring whether these relationships differ between Millennials and Generation Z.

The researchers established five specific objectives for the study. First, they aimed to identify the major work-life balance challenges experienced by Millennial and Generation Z employees. Second, they examined the coping strategies adopted by employees to manage work and personal life responsibilities. Third, they investigated the influence of organizational policies, workplace culture, and managerial support on employees' ability to maintain work-life balance. Fourth, they analyzed the relationship between work-life balance and multiple dimensions of employee performance, including task performance, contextual performance, job satisfaction, and psychological well-being. Finally, they compared Millennials and Generation Z employees to determine whether generational differences existed regarding the impact of work-life balance on employee outcomes. These objectives enabled the researchers to obtain a comprehensive understanding of the work-life experiences of younger employees in modern organizations.

The study adopted a sequential explanatory mixed-methods research design, integrating quantitative and qualitative approaches to provide a comprehensive understanding of the phenomenon. The research was conducted across five major Indonesian cities between March and July 2024. The target population consisted of Millennial employees (aged 28–43 years) and Generation Z employees (aged 22–27 years) working in various industries, including technology, manufacturing, healthcare, education, and financial services. For the quantitative phase, the researchers used multistage cluster random sampling and collected responses from 478 employees, comprising 289 Millennials and 189 Generation Z employees. To complement the survey findings, the researchers conducted 32 semi-structured interviews with selected participants using purposive sampling. The mixed-methods approach enabled both statistical analysis and an in-depth exploration of employees' lived experiences regarding work-life balance.

The researchers used several standardized instruments to measure the study variables. Work-life balance was measured using Hayman's Work-Life Balance Scale, organizational support using Allen's Organizational Support Scale, employee performance using the Individual Work Performance Questionnaire developed by Koopmans and colleagues, job satisfaction using the Brayfield and Rothe scale, and psychological well-being using the WHO-5 Well-Being Index. Quantitative data were analyzed using SPSS Version 28 and SmartPLS 3.3.9. Statistical techniques included descriptive statistics, reliability analysis, structural equation modeling (PLS-SEM), multiple regression analysis, multigroup analysis, and mediation analysis through bootstrapping. Qualitative interview data were analyzed using NVivo 12 through Braun and Clarke's thematic analysis approach, ensuring methodological triangulation and enhancing the validity of the findings.

The findings revealed that work-life balance among younger employees was moderate, indicating that although employees recognized the importance of balancing work and personal life, many continued to experience considerable challenges in achieving it. Organizational support emerged as the strongest predictor of work-life balance, demonstrating that organizations providing supportive supervisors, flexible policies, and employee-centered cultures significantly improved employees' ability to balance professional and personal responsibilities. The study also found significant positive relationships between work-life balance and task performance, contextual performance, job satisfaction, and psychological well-being. Employees who experienced higher levels of work-life balance performed better, reported greater job satisfaction, demonstrated stronger organizational commitment, and experienced lower levels of stress and burnout. Conversely, inadequate work-life balance was associated with counterproductive work behaviors and reduced employee well-being.

Another important finding was that job satisfaction partially mediated the relationship between work-life balance and employee performance. This indicates that work-life balance not only directly improves employee performance but also enhances performance indirectly by increasing employees' satisfaction with their jobs. The structural equation model confirmed that organizational support positively influenced work-life balance, which subsequently enhanced task performance, contextual performance, and employee well-being. These findings emphasize the importance of developing employee-friendly organizational policies that foster supportive work environments and encourage healthy work-life integration.

The multigroup analysis further demonstrated significant differences between Millennials and Generation Z employees. Although organizational support was equally important for both generations, work-life balance exerted a stronger influence on task performance and psychological well-being among Generation Z employees. This suggests that Generation Z employees are more sensitive to workplace conditions affecting their work-life balance. Because Generation Z employees prioritize flexibility, mental health, meaningful work, and personal fulfillment, they are more likely to experience reductions in performance when organizations fail to provide supportive working conditions. These findings indicate that organizations should adopt generation-specific human resource strategies that address the unique expectations and work values of Generation Z employees.

The qualitative findings provided additional insight into the challenges experienced by younger employees. Five major challenges were identified: excessive workload, continuous digital connectivity resulting in an "always-on" work culture, financial pressures, organizational inflexibility despite formal policies, and conflicts between career advancement and personal life priorities. Participants reported that responding to work-related emails and messages outside normal working hours blurred the boundaries between professional and personal life. Many Generation Z employees also reported financial insecurity and career uncertainty during the early stages of employment. To cope with these challenges, participants adopted several strategies, including setting clear work boundaries, limiting technology use after working hours, prioritizing important tasks, delegating responsibilities, and seeking emotional support from family, friends, and colleagues. Employees also emphasized the importance of supportive supervisors and flexible organizational cultures that genuinely encourage work-life balance rather than merely offering policies without practical implementation.

The researchers concluded that work-life balance is a critical determinant of employee performance, job satisfaction, and psychological well-being among Millennials and Generation Z employees. They emphasized that organizations should move beyond symbolic work-life balance policies and create organizational cultures that genuinely support employee well-being. Flexible work arrangements, supportive leadership, wellness initiatives, fair workloads, and recognition of employees' personal needs were identified as essential practices for improving employee adjustment and organizational performance. The study further concluded that Generation Z employees require greater organizational flexibility and authentic managerial support because work-life balance has a stronger influence on their performance than on previous generations.

Consequently, organizations that successfully promote work-life balance are more likely to enhance employee engagement, reduce turnover intentions, improve performance, and achieve sustainable organizational success.

This study is highly relevant to the present research entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." Although the primary focus of the study is work-life balance, it provides valuable evidence regarding the organizational and individual factors that influence Generation Z employees' adjustment to the workplace. The findings demonstrate that organizational support, flexible work environments, effective communication, and employee well-being significantly contribute to improved work performance among Generation Z employees. The challenges identified—such as workload, organizational inflexibility, digital pressure, and career expectations—are closely associated with workplace adjustment difficulties experienced by young employees. Therefore, the study provides a strong theoretical and empirical foundation for understanding how workplace adjustment challenges may affect the work performance of Generation Z employees and supports the need for organizations to implement employee-centered human resource practices that facilitate successful workplace adjustment and long-term organizational effectiveness.

Rensiana, Wulandari, and Roni (2024) conducted a study entitled *Analysis of Job Characteristics, Performance, and Work Life Balance in Generation Z Workers* to investigate the influence of job characteristics on the work performance of Generation Z employees while examining the moderating role of work-life balance. The study was undertaken in response to the growing presence of Generation Z in the labour market and the increasing need for organizations to understand the factors influencing their workplace behaviour and performance. The authors noted that Generation Z employees possess distinctive characteristics compared to previous generations. They are technologically proficient, value flexibility, seek opportunities for personal and professional growth, and expect supportive organizational environments. Despite these strengths, organizations continue to experience challenges in managing Generation Z employees because they tend to have shorter job tenures, higher expectations regarding workplace flexibility, and stronger preferences for balancing work responsibilities with personal life. These changing workplace expectations require organizations to redesign human resource management practices to improve employee satisfaction, retention, and performance.

The primary objective of the study was to examine the relationship between job characteristics, work-life balance, and employee performance among Generation Z workers. Specifically, the researchers sought to determine whether job characteristics significantly influence work-life balance, whether job characteristics directly affect employee performance, whether work-life balance influences employee performance, and whether work-life balance moderates the relationship between job characteristics and performance. Through these objectives, the researchers intended to provide practical recommendations for organizations seeking to improve the effectiveness of Generation Z employees by creating work environments that support both productivity and employee well-being.

The researchers adopted a quantitative associative research design to examine the causal relationships among the study variables. The research was conducted among Generation Z employees working in Bandar Lampung, Indonesia. The population consisted of approximately 372,750 Generation Z individuals of working age. Using the Slovin formula, the researchers selected 100 respondents through purposive sampling, including Generation Z employees with at least one year of work experience. Data were collected using a structured questionnaire distributed through Google Forms and social media platforms. The collected data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with SmartPLS software. Reliability and validity of the measurement model were established through Cronbach's alpha, composite reliability, average variance extracted, outer loading analysis, and hypothesis testing using bootstrapping procedures.

The findings demonstrated that job characteristics significantly and positively influenced work-life balance, indicating that employees who experienced meaningful work, autonomy, skill variety, task significance, and constructive feedback were more likely to achieve a healthier balance between work and personal life. The researchers argued that well-designed jobs enhance employee motivation, satisfaction, and psychological well-being, thereby contributing to better workplace experiences among Generation Z employees. Since Generation Z places considerable importance on meaningful work and flexibility, organizations that provide supportive job designs are better positioned to improve employee adjustment and workplace effectiveness.

The study further revealed that job characteristics had a significant positive effect on employee performance. The researchers explained that employees who clearly understood their responsibilities, received adequate feedback, performed meaningful tasks, and experienced greater

autonomy demonstrated higher levels of work performance. These findings are consistent with Hackman and Oldham's Job Characteristics Model, which suggests that enriched jobs promote intrinsic motivation and improved employee performance. The authors also emphasized that Generation Z employees value opportunities to develop their skills and contribute meaningfully to organizational success. Consequently, organizations should design jobs that encourage learning, autonomy, and continuous feedback to maximize employee performance.

An interesting finding of the study was that work-life balance had a significant negative relationship with employee performance. The authors suggested that although Generation Z highly values work-life balance and flexible working arrangements, excessive emphasis on personal life may sometimes reduce work focus and productivity. Most respondents were unmarried young employees who prioritised flexibility and personal activities, which may have influenced this unexpected result. The researchers acknowledged that this finding differs from much of the previous literature and recommended that future studies investigate the relationship further using different samples and organizational contexts.

The study also examined whether work-life balance moderated the relationship between job characteristics and performance. The results indicated that work-life balance did not significantly moderate this relationship. Although positive job characteristics improved performance, the addition of work-life balance did not strengthen this relationship statistically. The researchers concluded that while work-life balance remains important for employee well-being, other organizational factors may play a more influential role in determining employee performance among Generation Z workers. They recommended that organizations focus on improving job design, providing regular performance feedback, enhancing employee development opportunities, and creating supportive work environments that encourage employee engagement and motivation.

The researchers concluded that organizations must recognize the unique expectations of Generation Z employees when designing human resource management practices. They emphasized that effective job characteristics such as autonomy, task significance, skill variety, and constructive feedback positively influence employee performance and contribute to better workplace experiences. Although work-life balance did not strengthen the relationship between job characteristics and performance, organizations should continue developing employee-centred policies that support flexibility, meaningful work, and continuous learning to retain talented

Generation Z employees. The authors further suggested expanding future research using larger and more diverse samples to improve the generalizability of findings.

The findings of this study are relevant to the present research entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." While the study does not directly measure workplace adjustment challenges, it identifies organizational factors that influence Generation Z employees' workplace experiences and performance. Job characteristics, organizational support through feedback, meaningful work, autonomy, and work-life balance are closely associated with employees' ability to adapt successfully to organizational environments. The study therefore provides valuable empirical evidence that organizational conditions significantly influence Generation Z employees' work performance and supports the present research by highlighting workplace factors that may facilitate or hinder successful workplace adjustment.

Waworuntu, Kainde, and Mandagi (2022) conducted a systematic review entitled *Work-Life Balance, Job Satisfaction and Performance Among Millennial and Gen Z Employees* to examine the existing literature on the relationships among work-life balance, job satisfaction, and employee performance in Millennial and Generation Z employees. The researchers recognized that Millennials and Generation Z constitute the largest and fastest-growing segments of the contemporary workforce and possess unique workplace expectations that differ from previous generations. They emphasized that organizations increasingly face challenges in attracting, motivating, and retaining younger employees because these generations value flexibility, meaningful work, career development, supportive leadership, and work-life balance. As organizations continue to experience rapid technological and organizational change, understanding the factors that influence the performance and satisfaction of younger employees has become an important concern for both researchers and human resource practitioners. Therefore, the study sought to consolidate existing empirical evidence to provide a comprehensive understanding of the factors influencing work performance among Millennials and Generation Z employees.

The primary objective of the study was to systematically review previous research concerning work-life balance, job satisfaction, and employee performance among Millennial and Generation Z employees. The researchers specifically aimed to determine whether differences existed between the two generations regarding their perceptions of work-life balance and job satisfaction and whether these variables influenced employee performance differently across generations. In

addition, the study intended to identify organizational strategies that employers could adopt to improve employee productivity, engagement, and retention among younger workers. By synthesizing findings from previous empirical studies, the researchers sought to provide practical recommendations for organizations managing multigenerational workforces.

The study adopted a systematic literature review methodology. Instead of collecting primary data from employees, the researchers systematically searched published studies from Google Scholar and ResearchGate. The review included 35 research articles published between 2018 and 2022, selected according to predefined inclusion criteria. Only research-based articles written in English or Bahasa Indonesia that addressed work-life balance, job satisfaction, job performance, Generation Z, Generation Y, or Millennials were included in the review. The selected studies were analyzed using descriptive synthesis to identify recurring themes, similarities, differences, and research gaps concerning work-life balance, job satisfaction, and employee performance among younger generations.

The review found that work-life balance is one of the most important determinants of employee performance among Generation Z employees. Generation Z employees place considerable importance on balancing professional responsibilities with their personal lives. They value flexible working hours, work-from-home opportunities, adequate leave policies, and supportive organizational cultures that enable them to fulfil both work and personal responsibilities effectively. Organizations that successfully implement work-life balance practices experience lower turnover intentions, higher employee engagement, improved productivity, and greater employee satisfaction. The review also indicated that research specifically focusing on Generation Z remains relatively limited, highlighting the need for additional studies examining this generation's workplace experiences.

The researchers further reported that job satisfaction plays a critical role in improving employee performance. Generation Z employees derive job satisfaction not only from salary but also from meaningful work, opportunities for career development, supportive supervisors, positive relationships with colleagues, open communication, and continuous learning opportunities. Unlike previous generations, Generation Z employees expect supervisors to function as mentors who provide emotional support, career guidance, constructive feedback, and opportunities for personal growth. Organizations that create supportive work environments are more likely to achieve higher levels of employee satisfaction, motivation, organizational commitment, and performance.

Another significant finding was the strong relationship between work-life balance, job satisfaction, and employee performance. The review concluded that employees who maintain an effective balance between work and personal life generally experience higher job satisfaction, which subsequently enhances their work performance. Employees with supportive organizational environments are less likely to experience stress, burnout, absenteeism, or turnover intentions. Conversely, excessive workload, inadequate organizational support, and poor work-life balance contribute to reduced employee well-being and lower organizational performance. The authors emphasized that organizations should consider work-life balance as a strategic human resource management practice rather than merely an employee welfare initiative.

The review also identified several distinctive characteristics of Generation Z employees. The authors explained that Generation Z employees highly value meaningful work, flexibility, autonomy, continuous learning, career advancement, recognition, and respectful communication. They prefer organizations that encourage innovation, provide skill development opportunities, and foster collaborative workplace relationships. Generation Z employees also expect leaders to demonstrate integrity, empathy, fairness, and openness. Supervisors who actively listen to employees, provide regular feedback, encourage personal development, and recognize employee contributions significantly improve employee satisfaction and performance. In contrast, organizations characterized by rigid hierarchies, poor communication, and limited development opportunities are less successful in attracting and retaining Generation Z employees.

The researchers concluded that organizations must redesign traditional human resource management practices to accommodate the evolving expectations of Millennials and Generation Z employees. Flexible work arrangements, supportive leadership, transparent promotion systems, continuous learning opportunities, constructive feedback, and employee-centred organizational cultures were identified as essential practices for improving employee satisfaction and organizational performance. The authors further concluded that understanding the work values of younger generations is essential for enhancing employee productivity, reducing turnover intentions, and achieving long-term organizational success.

The findings of this study are highly relevant to the present research entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." Although the study primarily focuses on work-life balance and job satisfaction, it provides substantial evidence regarding organizational factors that facilitate successful workplace adjustment among

Generation Z employees. Variables such as supportive leadership, flexible work arrangements, open communication, meaningful work, career development, and positive workplace relationships contribute significantly to employees' ability to adapt to organizational environments and perform effectively. These findings support the present study by demonstrating that workplace conditions and organizational support influence the work performance of Generation Z employees and may reduce workplace adjustment challenges. Therefore, the study provides a strong theoretical foundation for understanding how workplace experiences affect the performance of Generation Z employees.

Shinde and Surve (2025) conducted a systematic literature review entitled "Understanding Generation Z in the Workplace: Adapting Organizational Strategies for a New Era of Work" to examine the evolving workplace expectations, behavioural characteristics, and organizational preferences of Generation Z employees. The study was undertaken in response to the rapid expansion of Generation Z within the global workforce and the increasing need for organizations to redesign traditional management practices to accommodate the expectations of this new generation of employees. The authors emphasized that Generation Z represents the first generation to grow up entirely in the digital era, making them technologically sophisticated, highly connected, adaptable, and comfortable with rapid technological changes. At the same time, these employees possess workplace expectations that differ considerably from previous generations, requiring organizations to reconsider conventional approaches to leadership, communication, employee engagement, career development, and human resource management. The study argued that organizations that fail to understand these differences may experience difficulties in attracting, motivating, retaining, and effectively managing Generation Z employees.

The principal objective of the study was to synthesize existing academic literature regarding Generation Z employees' workplace expectations and identify organizational strategies that facilitate successful employee engagement, motivation, adjustment, and performance. Specifically, the researchers sought to examine the characteristics that distinguish Generation Z from earlier generations, identify workplace practices preferred by Generation Z employees, explore the influence of organizational culture and leadership on employee satisfaction, and recommend evidence-based human resource management strategies capable of enhancing organizational effectiveness in the context of a multigenerational workforce. Furthermore, the review proposed several future research hypotheses concerning flexible work arrangements, compensation fairness,

digital transformation, mentoring, communication practices, creativity, and organizational commitment, thereby providing a conceptual framework for future empirical investigations.

The researchers adopted a Systematic Literature Review (SLR) methodology based on the PRISMA 2020 guidelines, enabling a structured, transparent, and comprehensive synthesis of previous research on Generation Z in organizational settings. Instead of collecting primary data, the study reviewed and analysed peer-reviewed academic publications addressing Generation Z employees, workplace behaviour, organizational culture, leadership, work motivation, flexibility, employee engagement, digital transformation, and human resource management. Through systematic screening and thematic synthesis, the authors identified recurring concepts, common organizational challenges, emerging workplace trends, and research gaps concerning the employment of Generation Z. The review consolidated evidence from studies conducted across different countries and industries, providing a comprehensive understanding of Generation Z employees' expectations and organizational experiences.

The review revealed that flexibility is among the most important workplace expectations of Generation Z employees. Unlike previous generations, Generation Z employees highly value flexible working hours, hybrid work arrangements, remote working opportunities, and autonomy in completing work responsibilities. They perceive flexibility not merely as an employment benefit but as an essential component of employee well-being, work satisfaction, and organizational commitment. Organizations offering flexible work environments are more likely to improve employee engagement, reduce turnover intentions, and enhance productivity. Conversely, rigid organizational structures characterized by fixed schedules and limited autonomy may reduce employee motivation and hinder successful workplace adjustment among younger employees.

Another significant finding concerned career development and mentoring. The review demonstrated that Generation Z employees seek continuous learning opportunities, structured career progression, skill development, and constructive feedback from supervisors. Rather than viewing managers solely as authority figures, Generation Z expects supervisors to function as mentors who provide guidance, coaching, recognition, and professional development opportunities. Organizations that establish formal mentoring programmes and transparent promotion systems are more successful in improving employee satisfaction, commitment, and retention. The study emphasized that limited career development opportunities often contribute to dissatisfaction and increased turnover intentions among Generation Z employees.

The study further highlighted the importance of digital transformation in shaping Generation Z employees' workplace experiences. Since Generation Z has grown up using digital technologies, smartphones, social media, and online communication platforms, they expect organizations to provide advanced technological resources that facilitate collaboration, innovation, and productivity. The review found that organizations investing in digital tools, technological training, and modern communication systems are better positioned to improve employee engagement and organizational performance. The authors also observed that Generation Z employees prefer informal, technology-driven communication over highly formal hierarchical communication systems, suggesting that organizations should encourage transparent, collaborative, and interactive communication practices to facilitate effective workplace adjustment.

Another important theme emerging from the review was the relationship between organizational culture and employee engagement. The authors concluded that Generation Z employees value organizational cultures characterized by inclusiveness, transparency, fairness, respect, collaboration, innovation, and social responsibility. They are more likely to remain committed to organizations that recognize employee contributions, encourage creativity, promote diversity, and support employee well-being. The review further suggested that fair compensation, recognition programmes, opportunities for innovation, and meaningful work significantly enhance organizational commitment and employee motivation. In contrast, organizations characterized by rigid hierarchies, repetitive work, inadequate recognition, and poor communication may experience reduced employee engagement and higher turnover among Generation Z employees.

The researchers also identified several future research hypotheses directly related to Generation Z employees' workplace experiences. They proposed that flexible work arrangements would positively influence job satisfaction and organizational commitment, transparent compensation systems would reduce turnover intentions, advanced digital technologies would enhance productivity and innovation, mentoring programmes would improve career satisfaction, creative work would strengthen employee motivation, and technology-driven communication would improve collaboration and teamwork. These hypotheses demonstrate the growing recognition that organizational practices significantly influence Generation Z employees' workplace experiences and performance outcomes.

The study concluded that Generation Z represents a transformative workforce requiring organizations to redesign conventional human resource management practices. The authors argued

that organizations must move beyond traditional management approaches by adopting flexible working arrangements, employee-centred leadership, continuous learning opportunities, advanced digital technologies, collaborative communication, mentoring programmes, and inclusive organizational cultures. Such practices not only improve employee satisfaction and organizational commitment but also strengthen productivity, innovation, and long-term organizational performance. The review emphasized that understanding the unique characteristics and expectations of Generation Z is essential for organizations seeking to remain competitive in the rapidly changing world of work.

The findings of this study are highly relevant to the present research entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." Although the study does not empirically measure workplace adjustment challenges, it comprehensively explains the organizational conditions that influence Generation Z employees' ability to adjust successfully to workplace environments. Factors such as flexible work arrangements, supportive leadership, mentoring, transparent communication, technological support, career development, organizational culture, and employee engagement directly influence workplace adjustment and subsequently affect work performance. The study therefore provides a strong theoretical foundation for the present research by demonstrating that organizations capable of aligning workplace practices with the expectations of Generation Z employees are more likely to improve employee adjustment, organizational commitment, job satisfaction, and work performance.

Vyas (2022) conducted an exploratory study entitled "Generation Z Entering the Workforce – A Big Challenge for HR Personnels to Manage" to examine the emerging challenges faced by human resource professionals in managing Generation Z employees entering contemporary organizations. The study was undertaken during the post-pandemic period, when organizations across the world were rapidly transforming their work practices by adopting remote, hybrid, and technology-enabled working environments. The author recognized that Generation Z represents a unique generation that has grown up in a highly digital environment and possesses workplace expectations, behaviours, and career aspirations that differ substantially from previous generations. As Generation Z employees continue to enter organizations in increasing numbers, human resource managers are required to redesign traditional management practices to facilitate successful onboarding, workplace adjustment, employee engagement, and long-term retention. The study argues that understanding the expectations and behavioural characteristics of Generation

Z has become essential for organizations seeking to improve employee performance and organizational effectiveness in a rapidly changing business environment.

The study was guided by three major objectives. The first objective was to examine the present scenario of human resource management during turbulent organizational conditions characterized by digital transformation and hybrid work practices. The second objective was to identify the major challenges encountered by human resource managers while dealing with Generation Z employees entering the workforce. The final objective was to recommend innovative human resource management strategies that could improve the recruitment, onboarding, training, engagement, motivation, and retention of Generation Z employees. Through these objectives, the researcher intended to provide organizations with practical guidance for developing workplace environments that accommodate the expectations and work values of the newest generation of employees.

The research adopted an exploratory research design based primarily on primary data collected through structured questionnaires. Two different questionnaires were developed by the researcher: one for Generation Z individuals who had recently entered or were preparing to enter the workforce, and another for human resource professionals responsible for managing employees. In addition to primary data, secondary information was collected from journals, conference proceedings, newspapers, and published research articles to strengthen the theoretical foundation of the study. Approximately 378 respondents were selected using random sampling with a 95% confidence level and a 3% confidence interval. Statistical analyses were conducted using appropriate quantitative techniques at significance levels of $p < 0.05$ and $p < 0.01$, enabling the researcher to identify meaningful relationships between workplace expectations, organizational challenges, and human resource practices.

The findings revealed that Generation Z employees possess workplace expectations that differ considerably from previous generations. The respondents expressed a strong preference for employment in large organizations, attractive salaries, comprehensive employee benefits, flexible working hours, entrepreneurship opportunities, and private-sector employment. The study demonstrated that Generation Z employees place considerable importance on job security, opportunities for continuous learning, career development, and long-term professional growth. More than three-fourths of the respondents reported concerns regarding obtaining jobs that matched their qualifications, achieving career goals, and securing future employment

opportunities. These findings indicate that workplace adjustment for Generation Z extends beyond adapting to organizational rules and procedures; it also involves satisfying employees' expectations regarding career progression, learning opportunities, and meaningful work.

The study further showed that although Generation Z employees are often characterized as highly ambitious and technologically competent, they also experience considerable uncertainty during the transition from education to employment. Many respondents indicated that they expected to work in multiple organizations throughout their careers, reflecting a greater willingness to change jobs than previous generations. At the same time, they preferred workplaces that offered flexibility, autonomy, and opportunities to develop new competencies. Interestingly, 62% of respondents preferred working from the office, whereas 38% preferred working remotely, indicating that despite their technological proficiency, many Generation Z employees still value face-to-face interaction, learning through observation, and direct communication with colleagues and supervisors.

One of the most significant contributions of the study is its detailed identification of the workplace adjustment challenges experienced by Generation Z employees. The researcher found that the transition into hybrid and virtual work environments created substantial adjustment difficulties, particularly regarding onboarding, communication, socialization, and organizational integration. Human resource professionals reported that orienting new employees remotely was considerably more difficult than traditional face-to-face induction programmes. Communication barriers, limited interpersonal interaction, reduced opportunities for informal learning, and the absence of organizational socialization hindered the successful adjustment of newly recruited Generation Z employees. These challenges affected employees' understanding of organizational culture, work expectations, and professional relationships, thereby creating obstacles to effective workplace adaptation.

The study identified numerous challenges faced by human resource professionals while managing Generation Z employees. These included virtual recruitment and selection, online orientation programmes, training employees in organizational values and culture, maintaining effective communication, providing technological support, managing remote supervision, handling family-related distractions, preventing employee stress arising from continuous digital connectivity, improving employee retention, and designing fair performance appraisal systems that emphasized work quality rather than merely work quantity. The researcher emphasized that organizations must

redesign traditional human resource policies to respond effectively to these emerging challenges. Human resource managers were encouraged to move beyond administrative functions and adopt strategic roles that focus on employee development, engagement, and organizational adaptability.

Another important finding was that Generation Z employees demonstrated strong adaptability to digital technologies and virtual working environments because they are "digital natives" who have grown up using the internet, smartphones, and digital communication platforms. However, despite their technological competence, they still require organizational guidance, mentoring, emotional support, and structured onboarding processes to develop confidence and establish meaningful workplace relationships. The study further revealed that Generation Z employees prefer to be evaluated based on the quality of their work rather than personality or seniority. They value constructive feedback, meaningful assignments, autonomy, creativity, innovation, and opportunities to contribute ideas that improve organizational performance.

To address these workplace adjustment challenges, the researcher proposed several innovative human resource strategies. These included virtual socialization programmes, virtual coffee breaks, online festival celebrations, rotational office visits, flexible work arrangements, employer branding initiatives, customized management styles, collaborative work environments, interdepartmental cooperation, and opportunities for employees to participate actively in organizational decision-making. The study also emphasized three critical pillars for successfully managing Generation Z employees: skill development, stress management, and emotional intelligence. According to the researcher, organizations should invest in continuous training programmes, reverse mentoring initiatives, stress management interventions, emotional intelligence development, and employee well-being programmes to facilitate successful workplace adjustment and improve organizational performance.

The researcher concluded that organizations must fundamentally redesign their human resource management practices to accommodate the evolving expectations of Generation Z employees. Traditional management approaches are insufficient for managing employees who prioritize flexibility, technological innovation, career advancement, work-life balance, diversity, meaningful work, and continuous learning. Organizations should therefore create flexible organizational cultures, redesign jobs, strengthen communication systems, invest in digital infrastructure, promote employee well-being, and provide continuous learning opportunities. These organizational practices will improve employee adjustment, increase job satisfaction, strengthen

organizational commitment, reduce turnover intentions, and enhance employee performance. The study further concluded that as Generation Z becomes the largest segment of the workforce, organizations capable of adapting to these changes will gain significant competitive advantages in attracting, developing, and retaining talented employees.

The findings of this study are highly relevant to the present research entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." The study directly addresses workplace adjustment by identifying the organizational, interpersonal, technological, and psychological challenges experienced by Generation Z employees during their transition into professional employment. It demonstrates that inadequate onboarding, ineffective communication, poor organizational socialization, insufficient training, technological barriers, stress, and weak employee support systems can negatively influence employees' adjustment and overall work performance. At the same time, the study highlights the importance of supportive human resource practices, flexible organizational policies, skill development, emotional intelligence, and stress management in improving workplace adjustment and enhancing employee performance. Therefore, this study provides a strong theoretical and empirical foundation for the present research by explaining how workplace adjustment challenges influence the work performance of Generation Z employees and by identifying practical organizational strategies for improving their successful integration into the workforce.

Jain (2020) conducted a doctoral research study entitled *Integration Workplace Practices for Generation Z: An e-Delphi Study* to explore effective workplace integration strategies that enable organizations to successfully engage, support, and retain Generation Z employees. The study was motivated by the increasing entry of Generation Z into the workforce and the growing concern among organizations regarding high employee turnover, reduced organizational commitment, and difficulties in integrating younger employees into existing workplace cultures. The researcher argued that although organizations have experienced challenges integrating new generations for decades, Generation Z presents unique characteristics, expectations, and work preferences that require a transformation in traditional human resource management practices. Since Generation Z has grown up in a technologically advanced environment and possesses different career aspirations from previous generations, organizations must adopt innovative integration practices that encourage employee engagement, workplace adjustment, and long-term retention. The study emphasized that ineffective integration practices often result in increased recruitment costs, reduced productivity, poor employee morale, and weakened organizational performance.

Therefore, understanding the workplace expectations of Generation Z has become an important priority for organizational leaders and human resource professionals.

The primary purpose of the study was to identify workplace practices that facilitate the successful integration of Generation Z employees and promote higher levels of employee engagement and retention. Specifically, the researcher sought to determine whether experienced organizational managers could reach a consensus regarding the most effective strategies for integrating Generation Z into organizational environments. Unlike previous studies that primarily described generational characteristics, this research focused on developing practical human resource strategies capable of improving organizational support, workplace relationships, employee satisfaction, and long-term commitment. The researcher intended to provide organizations with evidence-based recommendations that would help managers design supportive work environments while reducing adjustment difficulties experienced by newly recruited Generation Z employees.

To achieve these objectives, the researcher employed an e-Delphi qualitative research design, a methodology commonly used to obtain expert consensus through multiple rounds of structured questionnaires. The Delphi approach was selected because Generation Z workplace integration is an emerging area of research requiring expert judgment and practical managerial experience. The study included 15 mid-level organizational managers employed in organizations with more than 500 employees. Participants were over the age of 30, possessed at least a bachelor's degree, had a minimum of two years of managerial experience, and supervised at least twenty employees. These managers represented industries including financial services, food services, and technology, allowing the study to capture diverse organizational perspectives regarding Generation Z integration. Data were collected electronically using SurveyMonkey through three rounds of questionnaires, and the responses were analysed using thematic analysis to identify common themes and areas of consensus among the expert panel.

A major strength of the study lies in its strong theoretical foundation. The researcher developed the conceptual framework by integrating Organizational Support Theory (OST), Psychological Contract Theory (PCT), and Bauer's Four C's Onboarding Model. Organizational Support Theory proposes that employees become more committed and perform more effectively when they believe that the organization values their contributions and genuinely cares about their well-being. Psychological Contract Theory explains that employees develop expectations concerning fairness, trust, career opportunities, and organizational support, and violations of these expectations often

result in dissatisfaction and turnover. Bauer's Four C's Onboarding Model emphasizes four essential dimensions of successful employee integration: Compliance, Clarification, Culture, and Connection. Together, these theories explain how structured onboarding, supportive leadership, clear communication, and positive workplace relationships facilitate successful workplace adjustment among Generation Z employees.

The findings revealed that organizations continue to experience considerable challenges in integrating Generation Z employees because many existing management practices were originally designed for previous generations. The participating managers agreed that successful integration requires organizations to move beyond traditional orientation programmes and develop comprehensive employee-centred integration strategies. The expert panel reached consensus on several important workplace practices, including providing socio-economic support, promoting employees' psychological well-being, developing structured career paths, establishing organizational support mechanisms, encouraging strong interpersonal relationships, and creating opportunities for continuous growth and development. These integration practices were considered essential for improving employee engagement, strengthening organizational commitment, and reducing voluntary turnover among Generation Z employees.

One of the most significant findings of the study was the importance of organizational support during the early stages of employment. The managers emphasized that Generation Z employees expect organizations to provide guidance, mentoring, coaching, and continuous feedback rather than simply assigning work responsibilities. Effective onboarding programmes should include opportunities for employees to understand organizational culture, establish relationships with supervisors and colleagues, clarify job expectations, and receive emotional as well as professional support. Participants agreed that organizations investing in employee support during the initial stages of employment are more likely to improve employee confidence, accelerate workplace adjustment, and increase organizational commitment. These findings demonstrate that workplace adjustment extends beyond learning technical job skills and involves developing meaningful workplace relationships and psychological security.

The study further highlighted the importance of career development in retaining Generation Z employees. According to the participating managers, Generation Z employees seek continuous learning opportunities, career progression, professional development, and meaningful work. Organizations that fail to provide clear career pathways often experience reduced employee

engagement and increased turnover intentions. The study recommended implementing structured mentoring programmes, continuous training, succession planning, and performance development systems that enable employees to visualize long-term career growth within the organization. These practices not only improve employee satisfaction but also encourage stronger organizational attachment and better work performance.

Another important finding concerned the role of psychological well-being in successful workplace integration. The expert panel emphasized that organizations should recognize employees' emotional needs by promoting supportive leadership, respectful communication, work-life balance, and psychological safety. Generation Z employees prefer managers who are approachable, empathetic, and willing to provide constructive guidance rather than authoritarian supervision. Participants agreed that positive workplace relationships, recognition, appreciation, and opportunities for collaboration significantly improve employees' confidence and willingness to adapt to organizational environments. When employees experience supportive workplace cultures, they are more likely to demonstrate higher motivation, stronger engagement, and improved job performance.

The researcher concluded that organizations must redesign traditional human resource management practices to accommodate the unique expectations of Generation Z employees. Effective workplace integration should include structured onboarding, supportive leadership, career planning, mentoring, employee recognition, organizational support, and continuous communication. Rather than expecting Generation Z employees to adapt independently, organizations should actively facilitate their adjustment through employee-centred management practices that strengthen engagement, commitment, and long-term retention. The study concluded that organizations capable of implementing these integration practices would experience lower employee turnover, stronger organizational cultures, higher employee satisfaction, and improved organizational performance.

The findings of Jain (2020) are highly relevant to the present study entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." The dissertation directly examines the organizational practices that facilitate successful workplace adjustment among Generation Z employees and identifies the challenges associated with ineffective onboarding, inadequate organizational support, limited career development, poor communication, and weak workplace relationships. These factors closely correspond to workplace

adjustment challenges experienced by Generation Z employees and demonstrate how supportive human resource practices influence employee engagement, organizational commitment, and work performance. Therefore, this study provides a strong theoretical and practical foundation for the present research by explaining how effective organizational integration strategies can reduce workplace adjustment challenges and improve the work performance of Generation Z employees.

Chareewan, Grünhagen, Vokić, and Dlačić (2020) conducted a study entitled *Differences in Work Expectations of Generation Y and Generation Z* to examine whether significant differences exist between Generation Y and Generation Z regarding career goals and workplace expectations. The researchers recognized that Generation Z is entering the global workforce in increasing numbers and that organizations must understand the expectations of this new generation to design effective human resource management practices. The study argued that although Generation Z has grown up in a highly digital environment and possesses different technological experiences from previous generations, limited empirical evidence existed regarding whether these differences actually influence workplace expectations. Therefore, the researchers aimed to compare the two generations and identify whether Generation Z employees possess different career aspirations and workplace expectations that organizations should consider while developing recruitment, onboarding, communication, and employee retention strategies.

The primary objective of the study was to investigate differences between Generation Y and Generation Z in relation to career goals and daily work expectations, particularly expectations concerning workplace communication and career development. The researchers also examined whether demographic variables such as gender, preferred occupation, and family financial satisfaction moderated these relationships. Through this investigation, the study intended to provide practical guidance for human resource managers in designing workplace policies that effectively address the expectations of younger employees entering modern organizations.

The researchers adopted a quantitative research design using a structured questionnaire administered to university business students who were preparing to enter the labour market. The questionnaire measured two major constructs: career goals and work expectations. During instrument validation, the researchers revised the work expectations scale because the original ten-item scale showed inadequate reliability (Cronbach's $\alpha = .560$). After removing poorly performing items, the revised five-item scale measuring expectations about electronic communication at work achieved an acceptable reliability coefficient of Cronbach's $\alpha = .703$.

Confirmatory Factor Analysis (CFA) confirmed the validity of the revised measurement scales before hypothesis testing was conducted.

The hypotheses were tested using Multivariate Analysis of Variance (MANOVA). The statistical analysis compared Generation Y and Generation Z across career goals and workplace communication expectations while simultaneously examining the moderating effects of gender, desired occupation, and family financial satisfaction. This analytical approach enabled the researchers to determine whether meaningful generational differences existed after controlling for demographic characteristics.

The findings revealed that no statistically significant differences existed between Generation Y and Generation Z regarding career goals or expectations about electronic communication at work. Consequently, the researchers rejected the hypotheses proposing that Generation Z employees possess significantly higher workplace expectations or career aspirations than Generation Y employees. These findings challenge the common assumption that Generation Z is fundamentally different from Millennials in terms of workplace expectations. Instead, the results suggest that both generations share many similar expectations concerning career development, organizational support, and workplace communication.

Among the moderating variables examined, gender emerged as the only significant moderator. The analysis demonstrated that female members of Generation Y reported significantly higher career goals than their male counterparts, whereas gender did not significantly influence workplace communication expectations. Desired occupation and family financial satisfaction did not significantly moderate the relationships between generation and either career goals or workplace expectations. These findings indicate that demographic characteristics may influence career aspirations more strongly than generational membership itself.

The discussion emphasized that one of the major contributions of the study was the development of a more reliable and focused scale measuring expectations regarding electronic communication at work. The researchers concluded that many previously used measures of workplace expectations lacked conceptual clarity, and their revised instrument provided a more accurate assessment of employees' communication preferences. Furthermore, the findings demonstrated that organizations should avoid making assumptions about Generation Z employees solely on the basis of popular stereotypes. Instead, human resource managers should recognize that Generation

Y and Generation Z share many workplace expectations and should design organizational practices that support employees regardless of generational labels.

The researchers recommended that organizations develop recruitment strategies, onboarding programmes, and career development initiatives that recognize individual differences rather than relying exclusively on generational assumptions. They also suggested that organizations conduct workshops and learning programmes to improve employees' understanding of generational diversity and reduce misunderstandings between different age groups. Such initiatives can improve communication, collaboration, and workplace relationships while promoting a more inclusive organizational culture. The study further acknowledged limitations, including the use of university business students from Croatia and the limited generalizability of the findings, and recommended future studies involving more diverse employee populations and different national contexts.

The findings of this study are relevant to the present research entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." Although the study primarily compares Generation Y and Generation Z rather than directly examining workplace adjustment, it provides valuable insights into Generation Z employees' workplace expectations, career aspirations, and communication preferences. These expectations influence how successfully employees adapt to organizational environments, interact with supervisors and colleagues, and adjust to workplace culture. Understanding these expectations enables organizations to develop more effective onboarding programmes, communication practices, and employee support systems that facilitate successful workplace adjustment and ultimately improve work performance among Generation Z employees.

Rahman, Lal, and Rena (2024) presented a book chapter entitled "Challenges of Communication with Gen-Z in the Era of Artificial Intelligence-Interceded Digital Economy" in the edited volume *AI-Oriented Competency Framework for Talent Management in the Digital Economy*. The study was undertaken to examine the communication challenges experienced by Generation Z employees in the rapidly evolving digital workplace, where artificial intelligence (AI), digital technologies, and virtual communication platforms have significantly transformed organizational practices. The authors recognized that Generation Z is the first generation to grow up entirely in a digital environment and possesses workplace expectations that differ considerably from those of previous generations. They argued that the integration of AI, automation, and digital technologies

has fundamentally changed the way organizations communicate, collaborate, and manage talent. Consequently, organizations must understand the unique communication styles, career expectations, and workplace behaviours of Generation Z to create effective talent management strategies and maintain organizational competitiveness.

The primary objective of the study was to explore the communication challenges faced by Generation Z in the AI-driven digital economy and to identify strategies that organizations can adopt to improve communication, employee motivation, and organizational development. The authors sought to examine Generation Z's career expectations, workplace aspirations, communication preferences, and skill requirements in an increasingly technology-oriented work environment. The study also aimed to analyse the relationship between Generation Z and previous generations, particularly Generation X and Millennials, to understand how intergenerational differences influence workplace communication and organizational effectiveness. Furthermore, the researchers intended to propose practical solutions that would enable organizations to improve employee engagement, strengthen communication practices, and enhance talent management in the digital era.

The researchers adopted an exploratory qualitative research design. Both primary and secondary data were utilized to obtain a comprehensive understanding of the challenges experienced by Generation Z employees. The study was developed using the theoretical framework of the Law of Demand and Supply in Economics, which was applied to explain the changing demand for digital competencies and workforce skills within modern organizations. Rather than testing statistical hypotheses, the researchers focused on analysing existing knowledge concerning Generation Z employees and identifying practical organizational strategies that could facilitate successful communication and talent management in AI-enabled workplaces.

The study highlighted that Generation Z represents the most technologically connected generation and has been significantly influenced by rapid technological advancements, artificial intelligence, digital transformation, and recent global crises. According to the authors, these experiences have made Generation Z more adaptable, resilient, and innovative than previous generations. The study reported that Generation Z actively advocates for issues such as environmental sustainability, mental health, gender equality, racial justice, and economic development. These values shape their workplace expectations, making them more likely to seek organizations that promote diversity, inclusion, social responsibility, innovation, and employee well-being. The authors emphasized that

organizations should recognize these characteristics when designing workplace policies and communication strategies.

One of the major findings of the study was that communication remains one of the most significant challenges when managing Generation Z employees. Although Generation Z employees are highly comfortable using digital communication technologies, they often prefer immediate feedback, transparent communication, collaborative decision-making, and continuous interaction with supervisors. Traditional hierarchical communication systems may not satisfy the expectations of this generation, resulting in misunderstandings, reduced employee engagement, and difficulties in workplace adjustment. The authors therefore recommended that organizations adopt flexible, technology-enabled communication systems that encourage openness, collaboration, and timely feedback.

The study further examined the career expectations of Generation Z employees. The authors observed that Generation Z seeks meaningful work, continuous learning opportunities, rapid skill development, career advancement, work-life balance, and flexible working arrangements. They are motivated not only by financial rewards but also by opportunities for innovation, creativity, personal growth, and social impact. The researchers estimated that Generation Z would constitute approximately 27% of the global workforce by 2025, making it increasingly important for organizations to understand and accommodate their workplace expectations. Organizations that successfully align their human resource management practices with these expectations are more likely to improve employee motivation, organizational commitment, and overall performance.

Another important contribution of the study was the discussion of Generation Z skill pathways. The researchers explained that organizations should invest in continuous learning, digital competency development, leadership training, communication skills, problem-solving abilities, and adaptability to prepare Generation Z employees for future workplace demands. Since AI and digital technologies continue to transform organizational operations, employees must develop new competencies that enable them to work effectively alongside technological innovations. The authors argued that organizations should create structured talent development programmes that support both technical and interpersonal skill development.

The researchers concluded that effective communication and employee motivation are essential for successfully managing Generation Z employees in the digital economy. Organizations should

redesign traditional management practices by promoting open communication, technological innovation, employee participation, career development, and continuous learning opportunities. They further emphasized that organizations capable of adapting to the expectations of Generation Z will experience higher employee engagement, improved organizational performance, and greater long-term competitiveness. By understanding Generation Z's unique workplace values and communication preferences, organizations can create supportive work environments that encourage innovation, productivity, and employee satisfaction.

The findings of this study are relevant to the present research entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." Although the study primarily focuses on communication in AI-enabled workplaces rather than workplace adjustment itself, it provides valuable insights into the communication preferences, career expectations, workplace motivations, and organizational support required by Generation Z employees. Effective communication, continuous feedback, flexible work practices, and supportive leadership are important organizational factors that facilitate successful workplace adjustment and contribute to improved work performance. Therefore, this study serves as a useful supporting reference for understanding how communication and organizational practices influence the adjustment and performance of Generation Z employees.

Surugiu, Surugiu, Grădinaru, and Grigore (2025) conducted a study entitled "Factors Motivating Generation Z in the Workplace: Managerial Challenges and Insights" to investigate the major motivational factors influencing Generation Z employees in the workplace and to examine how these factors affect their work motivation and efficiency. The researchers recognized that organizations across the world are facing increasing challenges in attracting, motivating, and retaining Generation Z employees because this generation possesses unique workplace expectations and behavioural characteristics compared to previous generations. As Generation Z becomes a larger proportion of the global workforce, organizations need to redesign traditional human resource management practices to accommodate their expectations regarding recognition, appreciation, organizational support, well-being, and opportunities for professional development. The study emphasized that understanding these motivational drivers is essential for improving employee engagement, productivity, organizational commitment, and long-term retention.

The primary objective of the study was to identify the strongest workplace motivational factors affecting Generation Z employees. Specifically, the researchers examined four key motivational

dimensions: work recognition, work appreciation, organizational well-being, and skills development. The study also aimed to determine whether these factors significantly influence workplace motivation and work efficiency. In addition, the researchers explored managers' perceptions regarding Generation Z employees' workplace behaviours, expectations, organizational commitment, and career aspirations. By combining employee and managerial perspectives, the study sought to provide practical recommendations for organizations seeking to improve employee motivation and strengthen human resource management strategies for Generation Z.

The researchers adopted a mixed-methods research design consisting of both quantitative and qualitative approaches. Quantitative data were collected through an online questionnaire administered to Generation Z employees, while qualitative data were obtained through semi-structured interviews with 20 managers representing different organizations and industries. This combination enabled the researchers to examine both the statistical relationships between motivational factors and work motivation and the practical experiences of managers responsible for supervising Generation Z employees. The use of mixed methods enhanced the reliability and depth of the study by integrating numerical evidence with managerial insights.

The quantitative data were analysed using multivariate binary logistic regression analysis, allowing the researchers to determine the influence of the four motivational variables on Generation Z employees' workplace motivation. The independent variables included recognition, appreciation, organizational well-being, and skills development, while workplace motivation served as the dependent variable. The researchers developed four hypotheses based on established organizational behaviour theories, including Herzberg's Two-Factor Theory, Self-Determination Theory, the Job Demands–Resources Model, and Organizational Support Theory. These theoretical frameworks provided a strong conceptual basis for explaining how organizational practices influence employee motivation and work performance.

The findings demonstrated that all four motivational factors significantly influenced Generation Z employees' workplace motivation. Recognition from supervisors, appreciation by the organization, opportunities for developing professional skills, and organizational concern for employee well-being each contributed positively to employee motivation. Among all motivational factors, salary was identified as the strongest motivator for improving work efficiency. Although financial rewards remained the primary driver, the study also concluded that non-financial factors, including

recognition, appreciation, career development opportunities, and supportive organizational environments, play an important role in maintaining employee engagement and satisfaction. These findings indicate that organizations should adopt a balanced motivational strategy that combines financial incentives with supportive human resource practices.

An important contribution of the study concerns the behavioural characteristics of Generation Z employees. The researchers found that many Generation Z employees prefer working independently rather than in teams, believing that individual work enables them to demonstrate their abilities more effectively and achieve greater efficiency. The study also reported that Generation Z employees generally exhibit lower organizational loyalty and greater job mobility, frequently changing employers when their personal expectations or career aspirations are not fulfilled. Unlike previous generations, they prioritize personal growth, meaningful work, flexibility, and career advancement over long-term organizational commitment. These findings present important challenges for human resource managers seeking to improve employee retention and organizational commitment.

The managerial interviews further revealed that employers increasingly recognize the need to redesign workplace practices to accommodate Generation Z employees. Managers emphasized that organizations should establish supportive work environments, encourage continuous feedback, provide mentoring and coaching, recognize employee achievements, and create opportunities for professional development. Building trust, encouraging communication, and investing in employee well-being were identified as essential strategies for improving motivation and reducing employee turnover. The study therefore suggested that organizations should move beyond traditional motivational systems and implement employee-centred management practices tailored to Generation Z's expectations.

The researchers concluded that motivating Generation Z employees requires organizations to understand the complex interaction between financial rewards and psychological workplace factors. While competitive salaries remain essential, organizations must also promote employee recognition, appreciation, organizational support, skills development, and well-being to achieve sustained employee motivation and performance. Human resource managers should develop customized motivational programmes that address both individual career aspirations and organizational objectives. Such strategies can improve employee satisfaction, strengthen organizational commitment, and enhance overall workplace performance.

The findings of Surugiu et al. (2025) are highly relevant to the present study entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." The study demonstrates that organizational recognition, appreciation, employee well-being, skills development, and supportive management practices significantly influence Generation Z employees' motivation and work efficiency. These organizational factors are closely associated with successful workplace adjustment because employees who receive adequate support, recognition, and development opportunities are more likely to adapt effectively to organizational environments and perform successfully. Furthermore, the study highlights the importance of addressing Generation Z's unique workplace expectations to improve organizational commitment, reduce turnover, and enhance work performance, thereby providing a strong theoretical and practical foundation for the present research.

Anand, Mishra, and Jena (2025) presented a viewpoint article entitled "Cognitive Shifts in Workplace Learning and Gen Z: Challenges and Opportunities" to explore the changing learning preferences, workplace characteristics, and cognitive shifts of Generation Z employees in India. The authors recognized that Generation Z is becoming a dominant segment of the workforce and that organizations must redesign traditional learning and development practices to accommodate their unique expectations. Since this generation has grown up in a technology-driven environment, their learning behaviours, workplace interactions, and career aspirations differ considerably from those of previous generations. The authors argued that organizations can gain a competitive advantage by understanding these changes and creating effective workplace learning systems that improve employee engagement, adaptability, and organizational performance.

The primary purpose of the paper was to examine the cognitive changes influencing workplace learning among Generation Z employees and to identify organizational strategies that promote continuous learning and employee development. The study specifically investigated Generation Z's workplace traits, learning preferences, technological orientation, mentoring expectations, and organizational learning needs. The authors also intended to develop a practical framework that would help organizations, managers, and Learning and Development (L&D) professionals design effective learning environments capable of engaging and retaining Generation Z employees. By examining these cognitive shifts, the study sought to provide practical guidance for organizations adapting to the evolving workforce.

The researchers adopted a qualitative viewpoint approach supported by focus group discussions. The participants consisted of Chief Human Resource Officers (CHROs) who had substantial experience working with Generation Z employees across different organizations. These experienced HR professionals shared their observations regarding Generation Z's learning behaviours, workplace expectations, and organizational challenges. The collected qualitative data were analysed using NVivo 14, where responses were systematically coded, categorized, and interpreted to identify recurring themes and patterns related to workplace learning and employee development.

The findings revealed that although Generation Z employees are highly familiar with digital technologies, they continue to value personal interaction and meaningful human connections during workplace learning. The participants emphasized that Generation Z prefers learning environments that combine technological innovation with mentoring, coaching, and continuous interpersonal support. Rather than relying solely on digital training platforms, employees expect managers and organizations to provide individualized guidance, constructive feedback, and opportunities for collaborative learning. This finding suggests that successful workplace learning requires a balanced integration of technology and human interaction.

The study identified three major cognitive shifts shaping Generation Z's workplace learning preferences: continuous learning, technology-enabled learning, and mentoring. Continuous learning reflects Generation Z's desire for ongoing skill development and regular opportunities to improve their competencies. Technology-enabled learning highlights their preference for digital learning platforms, artificial intelligence, interactive educational tools, and flexible learning systems. Mentoring emerged as another critical expectation, with Generation Z employees seeking guidance, career support, and constructive relationships with experienced supervisors. According to the authors, these three cognitive shifts significantly influence how Generation Z adapts to workplace environments and develops professionally.

Another important contribution of the study was the application of Distraction Conflict Theory to explain the challenges experienced by Generation Z during workplace learning. The authors argued that although digital technologies improve access to information and learning resources, they also introduce distractions that may reduce concentration, learning effectiveness, and workplace productivity. Organizations therefore need to design structured learning environments that minimize unnecessary distractions while maintaining technological flexibility. Effective

learning systems should encourage focus, engagement, and meaningful participation while supporting employees' digital preferences.

Based on the findings, the authors proposed a practical roadmap for organizations to improve workplace learning among Generation Z employees. They recommended integrating artificial intelligence into organizational learning systems to personalize training according to employees' individual learning styles and developmental needs. The study also emphasized the importance of continuous professional development, structured mentoring programmes, personalized learning pathways, and active managerial support. Learning and Development (L&D) departments were encouraged to redesign training programmes that combine digital innovation with interpersonal guidance to maximize employee engagement and long-term organizational success.

The authors concluded that organizations should reconsider traditional workplace learning models and develop employee-centred learning systems that align with Generation Z's cognitive preferences. Continuous learning, technological innovation, mentoring, and supportive leadership were identified as essential elements for improving employee engagement, knowledge acquisition, workplace adjustment, and organizational effectiveness. The study emphasized that organizations capable of adapting their learning strategies to Generation Z's expectations would be better positioned to develop highly skilled, motivated, and productive employees.

The findings of Anand, Mishra, and Jena (2025) are relevant to the present study entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." Although the article primarily focuses on workplace learning rather than workplace adjustment itself, it highlights several organizational factors—including mentoring, continuous learning, technological support, and managerial guidance—that facilitate successful adjustment to organizational environments. These practices contribute to employee confidence, organizational commitment, skill development, and ultimately improved work performance. Therefore, the study provides useful theoretical support for understanding how workplace learning and organizational support can reduce adjustment challenges and enhance the performance of Generation Z employees.

Lallukka (2024) conducted a study entitled "Gen Z & Millennials Work-Engagement, Challenges & Possibilities: The Motivation Explaining Low Engagement Numbers Among Young Employees" to examine the factors influencing employee engagement, organizational

commitment, and workplace motivation among Generation Z and Millennial employees. The study was undertaken in response to the growing concern among organizations regarding declining engagement levels among younger employees entering the workforce. The researcher emphasized that employee engagement is one of the most critical determinants of organizational performance because engaged employees demonstrate greater commitment, higher productivity, stronger organizational loyalty, and improved job satisfaction. Conversely, low employee engagement contributes to increased employee turnover, higher recruitment and training costs, reduced organizational effectiveness, and lower work performance. Recognizing the changing dynamics of the modern workforce, the study sought to understand why younger generations exhibit comparatively lower engagement levels and how organizations can effectively address these challenges.

The primary objective of the research was to identify the factors responsible for low employee engagement among Generation Z and Millennial employees and to understand their workplace expectations, motivations, and commitment towards organizations. The study also aimed to explore how organizational culture, meaningful work, leadership practices, and motivational strategies influence employee engagement among young workers. Furthermore, the researcher intended to identify practical organizational solutions that could improve employee satisfaction, strengthen organizational commitment, and enhance the workplace experiences of younger employees. By understanding these motivational factors, organizations could design human resource management strategies that better align with the expectations of the emerging workforce.

The study employed a mixed-methods research design, integrating both quantitative and qualitative research approaches to obtain a comprehensive understanding of employee engagement among Generation Z and Millennials. Data were collected through surveys, interviews, and case studies, enabling the researcher to gather both statistical evidence and detailed personal experiences from participants. This methodological triangulation strengthened the credibility of the findings by combining numerical data with in-depth qualitative insights. The mixed-method approach also allowed the researcher to capture the complexity of employee engagement from multiple perspectives, including organizational practices and individual employee experiences.

The findings revealed that employee engagement among Generation Z and Millennials is strongly influenced by meaningful work, organizational culture, leadership support, and employee motivation. The study found that younger employees are more likely to remain engaged when

their work aligns with their personal values and provides opportunities for growth, learning, and career advancement. Organizations that create positive work environments, encourage employee participation, recognize employee contributions, and promote transparent communication experience higher levels of employee commitment and satisfaction. In contrast, organizations with rigid structures, limited career opportunities, poor communication, and inadequate recognition often experience reduced engagement and increased turnover among younger employees.

Another important finding of the study was the significant role of purpose-driven work in motivating Generation Z employees. The researcher observed that younger employees seek employment that provides personal meaning, opportunities to contribute to organizational success, and a sense of social value. Unlike previous generations, Generation Z employees are motivated not only by financial rewards but also by opportunities for personal development, innovation, flexibility, and meaningful organizational contributions. When these expectations are not fulfilled, employees become less engaged and are more likely to seek employment elsewhere.

The study also highlighted the importance of organizational culture in promoting employee engagement. The findings suggested that supportive workplace environments characterized by trust, collaboration, open communication, and employee recognition positively influence job satisfaction and organizational commitment. Organizations that encourage continuous learning, provide constructive feedback, and foster inclusive workplace cultures create stronger relationships with Generation Z employees. Such environments enable employees to adjust more effectively to organizational expectations while improving their confidence, motivation, and workplace performance.

In addition, the researcher identified several organizational strategies capable of improving employee engagement among younger employees. These include implementing innovative human resource management practices, promoting flexible work arrangements, encouraging employee participation in decision-making, investing in leadership development, and providing continuous learning opportunities. The study emphasized that organizations should move beyond traditional management approaches and adopt employee-centred practices that reflect the changing expectations of Generation Z and Millennials. These strategies not only strengthen employee engagement but also contribute to higher organizational productivity and long-term retention.

The researcher concluded that organizations must recognize the evolving values, motivations, and workplace expectations of Generation Z and Millennial employees to remain competitive in today's labour market. Employee engagement should be viewed as a strategic organizational priority rather than merely an individual responsibility. Organizations capable of developing supportive work environments, meaningful career opportunities, and effective motivational strategies will be better positioned to attract, retain, and develop young talent. The study further concluded that strengthening employee engagement ultimately contributes to improved organizational performance, employee well-being, and sustainable organizational growth.

The findings of Lallukka (2024) are highly relevant to the present study entitled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." The study demonstrates that organizational culture, meaningful work, employee motivation, leadership support, and workplace engagement significantly influence the experiences of Generation Z employees. These organizational factors are closely associated with successful workplace adjustment because employees who feel supported, valued, and engaged are more likely to adapt effectively to organizational environments and achieve higher levels of work performance. Therefore, the study provides valuable theoretical and practical support for understanding how workplace adjustment influences employee engagement, organizational commitment, and work performance among Generation Z employees.

Research Gap

The review of existing literature reveals that substantial research has been conducted on Generation Z employees with respect to workplace expectations, employee engagement, motivation, organizational support, workplace learning, work-life balance, and human resource management practices. These studies have enhanced the understanding of the characteristics, values, and workplace behaviours of Generation Z and have provided valuable recommendations for organizations seeking to attract, engage, and retain this emerging workforce.

However, a conceptual gap exists in the literature, as most previous studies have examined workplace adjustment, employee engagement, motivation, organizational culture, and work performance as separate constructs. Comparatively fewer studies have comprehensively investigated the direct relationship between workplace adjustment challenges and work performance among Generation Z employees. Consequently, there is a need to better understand

how adjustment challenges experienced by Generation Z influence their ability to perform effectively in organizational settings.

A methodological gap is also evident. Existing studies have largely employed qualitative approaches, mixed-method designs, systematic reviews, viewpoint papers, and exploratory research. Although these approaches provide valuable insights into the experiences and expectations of Generation Z, there is a need for additional quantitative studies that empirically examine the relationship between workplace adjustment challenges and work performance using standardized measurement instruments and statistical analysis.

A population gap can also be observed in the existing literature. Many studies have focused on university students, trainees, Millennials, mixed generational groups, or employees from specific professions and industries. Comparatively limited attention has been given exclusively to Generation Z employees as a distinct workforce group, particularly in understanding how they experience workplace adjustment challenges during the early stages of their careers and how these challenges affect their work performance.

Furthermore, a geographical gap is evident because much of the existing research has been conducted in countries such as Portugal, Finland, Romania, Turkey, and other international contexts. Workplace expectations, organizational culture, and adjustment experiences are influenced by regional, cultural, and organizational environments. Therefore, further empirical evidence from the Indian context is important to enhance the understanding of workplace adjustment challenges among Generation Z employees and to provide context-specific insights that can support human resource management practices.

Therefore, the present study seeks to address these conceptual, methodological, population, and geographical gaps by examining the influence of workplace adjustment challenges on the work performance of Generation Z employees using a quantitative research approach. The findings are expected to contribute to the existing body of knowledge and provide practical implications for organizations and human resource professionals in developing effective strategies to facilitate workplace adjustment, improve employee performance, and strengthen the management of the Generation Z workforce.

Conclusion

The review of literature provides a comprehensive understanding of the existing knowledge related to Generation Z employees, workplace adjustment, and work performance. The studies reviewed indicate that Generation Z possesses unique workplace expectations, values, and behavioural characteristics that distinguish them from previous generations. Researchers have emphasized the importance of organizational support, effective leadership, employee engagement, workplace learning, motivation, work-life balance, recognition, and career development in facilitating the successful integration of Generation Z employees into the workplace.

The literature further highlights that organizations must adopt flexible human resource practices, continuous learning opportunities, mentoring, constructive feedback, and supportive work environments to meet the expectations of Generation Z employees. These organizational practices not only improve employee engagement and motivation but also contribute to higher job satisfaction, organizational commitment, and work performance. Several studies also demonstrate that meaningful work, positive organizational culture, effective communication, and opportunities for professional growth significantly influence the attitudes and behaviours of Generation Z employees in the workplace.

Although previous studies have made valuable contributions to understanding Generation Z in organizational settings, there remains a need to examine how workplace adjustment challenges influence their work performance. Successful workplace adjustment is an important factor that enables employees to adapt to organizational culture, build positive interpersonal relationships, understand job responsibilities, and perform their roles effectively. Examining this relationship provides a deeper understanding of the factors affecting the performance of Generation Z employees and offers practical implications for organizations seeking to improve employee effectiveness and retention.

Overall, the reviewed literature establishes a strong theoretical and empirical foundation for the present study. It supports the selection of workplace adjustment challenges as the independent variable and work performance as the dependent variable. The literature also justifies the need for further empirical investigation into the relationship between these variables among Generation Z employees. The findings of the present study are expected to contribute to the existing body of knowledge and provide useful recommendations for human resource professionals and organizations in developing strategies that facilitate successful workplace adjustment and enhance the work performance of Generation Z employees.

CHAPTER 3
METHODOLOGY

CHAPTER 3

METHODOLOGY

3.1 Introduction

Research methodology is a systematic and scientific process that provides the framework for conducting research in an organized, objective, and reliable manner. It consists of the methods, techniques, and procedures used by a researcher to collect, analyze, interpret, and present data to address the research problem and achieve the objectives of the study. A well-designed research methodology enhances the accuracy, credibility, and validity of research findings by ensuring that appropriate methods are employed throughout the research process.

The choice of an appropriate research methodology depends on the nature of the research problem, the objectives of the study, the characteristics of the respondents, and the type of data required. It enables the researcher to systematically gather information, test hypotheses, and draw meaningful conclusions based on empirical evidence. By adopting suitable research methods, the study ensures that the findings are dependable, consistent, and useful for both academic and practical purposes.

The present study, titled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance," adopts a quantitative research approach to examine the workplace adjustment experiences of Generation Z employees and their influence on work performance. The study aims to assess the workplace adjustment challenges encountered by Generation Z employees, evaluate their level of work performance, and examine the relationship between these two variables. Data for the study were collected from Generation Z employees using a structured questionnaire to measure workplace adjustment challenges and a standardized questionnaire to measure work performance. The collected data were analyzed using appropriate statistical techniques with the help of the Statistical Package for the Social Sciences (SPSS).

This chapter presents the research methodology adopted for the study. It describes the research design, research approach, population, sample size, sampling technique, sources of data, data collection instruments, measurement scale, variables of the study, and statistical tools used for data analysis. The methodology adopted provides a systematic basis for achieving the research objectives and ensuring that the findings are reliable, valid, and relevant to the study.

3.2 Title of the Study

“Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance”

3.3 Research Design

Research design refers to the overall plan or blueprint used for conducting a research study. It specifies the procedures for collecting, measuring, and analyzing data. The present study adopted a descriptive research design. Descriptive research is appropriate because it helps describe the characteristics, opinions, attitudes, and behaviors of respondents. It enables the researcher to assess the workplace adjustment challenges experienced by Generation Z employees and evaluate their level of work performance.

3.4 Research Approach

The present study employed a quantitative research approach. Quantitative research involves the collection and analysis of numerical data using statistical techniques. This approach was selected because it allows the researcher to objectively measure workplace adjustment challenges and work performance and examine the relationship between these variables.

3.5 Population of the Study

The population of the study consisted of Generation Z employees working in various organizations. Employees belonging to the Generation Z age group and having work experience formed the target population for the study.

3.6 Sample Size

A sample of 61 Generation Z employees was selected for the study. The sample size was considered adequate to achieve the objectives of the research and conduct statistical analysis.

3.7 Sampling Technique

The study adopted Convenience Sampling, a non-probability sampling technique. Respondents were selected based on their accessibility, availability, and willingness to participate in the study. This sampling technique was chosen because it was practical, economical, and suitable considering the time available for data collection.

3.8 Sources of Data

Primary Data

Primary data were collected directly from Generation Z employees using a questionnaire. Responses obtained from the participants served as the primary source of information for the study.

Secondary Data

Secondary data were collected from books, journals, research articles, dissertations, conference papers, government publications, and other reliable online sources related to Generation Z, workplace adjustment, and work performance. These sources provided theoretical support for the study.

3.9 Data Collection Instrument

A questionnaire was used as the primary instrument for collecting data. The questionnaire consisted of two sections corresponding to the variables of the study.

The Workplace Adjustment Challenges variable was measured using a structured questionnaire developed by the researcher based on an extensive review of literature. The questionnaire included statements related to workplace expectations, communication, organizational rules, supervision, criticism, flexibility, and adaptation to the work environment.

The Work Performance variable was measured using a standardized questionnaire adopted from an existing validated scale. The standardized questionnaire included items related to task performance and contextual performance, enabling the researcher to assess the effectiveness of employees in performing their job responsibilities.

3.10 Measurement Scale

The responses were measured using a Five-Point Likert Scale.

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

The Likert scale enabled the researcher to measure the opinions and perceptions of respondents in a systematic manner.

3.11 Variables of the Study

Independent Variable

Workplace Adjustment Challenges

Workplace adjustment challenges refer to the difficulties experienced by Generation Z employees while adapting to organizational culture, communication practices, supervision, workplace rules, and job expectations.

Work Performance

Work performance refers to the effectiveness with which Generation Z employees perform their assigned duties and contribute to organizational objectives. It includes both task performance and contextual performance.

3.12 Reliability of the Instrument

Reliability refers to the consistency and stability of a research instrument in measuring the intended variables. The reliability of the questionnaire was assessed using Cronbach's Alpha. The

overall Cronbach's Alpha value obtained for the questionnaire was 0.856, indicating a high level of internal consistency and confirming that the instrument was reliable for data collection.

3.13 Data Collection Procedure

The data were collected from Generation Z employees working in different organizations. Before administering the questionnaire, the respondents were informed about the purpose of the study and assured that their responses would be kept confidential and used only for academic purposes.

Participation was voluntary, and informed consent was obtained from all respondents. The completed questionnaires were checked for completeness before being coded and entered into the Statistical Package for the Social Sciences (SPSS) for analysis.

Normality Test

A normality test was conducted to determine whether the data followed a normal distribution. The results indicated that the data were not normally distributed.

Spearman Rank Correlation Analysis

Since the data were non-normal, Spearman Rank Correlation, a non-parametric statistical test, was used to examine the relationship between Workplace Adjustment Challenges and Work Performance among Generation Z employees.

3.14 Scope of the Study

The study focuses on Generation Z employees and examines the workplace adjustment challenges they experience and their work performance. The findings will be useful for organizations, managers, and human resource professionals in understanding the needs of Generation Z employees and developing effective strategies to improve workplace adjustment and employee performance.

3.15 Limitations of the Study

- The study was limited to a sample of 61 Generation Z employees.
- The study adopted convenience sampling; therefore, the findings cannot be generalized to the entire Generation Z workforce.

- The responses were based on the perceptions of respondents and may be influenced by personal opinions.
- The study considered only workplace adjustment challenges and work performance and did not include other factors that may influence employee performance.
- The study was conducted within a limited geographical area and time period.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

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CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 Overview

This chapter presents a comprehensive analysis and interpretation of the data collected for the study titled "Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance." The primary objective of this chapter is to analyze the responses collected from the participants, interpret the findings using appropriate statistical techniques, and present the results in a systematic and meaningful manner. The analysis of data plays a vital role in transforming raw information into meaningful findings that help answer the research questions and achieve the objectives of the study.

The data used in this study were collected from 61 Generation Z employees working in different organizations through a structured questionnaire for measuring workplace adjustment challenges and a standardized questionnaire for measuring work performance. After the completion of data collection, the responses were carefully verified for completeness, coded, classified, and entered into the Statistical Package for the Social Sciences (SPSS) for statistical analysis. The use of SPSS ensured accuracy in data processing and facilitated the application of appropriate statistical techniques for analyzing the collected information.

This chapter has been organized in a logical sequence to provide a clear understanding of the research findings. It begins with the demographic profile of the respondents, which presents the background characteristics of the participants, including gender, age, educational qualification, marital status, type of family, occupation, monthly income, and years of work experience. The analysis of demographic variables helps in understanding the composition of the sample and provides a context for interpreting the responses obtained from the respondents.

The chapter then presents the reliability analysis of the research instrument using Cronbach's Alpha. Reliability analysis was carried out to examine the internal consistency of the questionnaire and to ensure that the instrument used for data collection was reliable and suitable for the study. A reliable instrument enhances the credibility and consistency of the research findings.

Following the reliability analysis, descriptive statistics are presented to determine the level of Workplace Adjustment Challenges and Work Performance among Generation Z employees. Measures such as mean and standard deviation are used to summarize the responses and provide a clear understanding of the central tendency and variability of the data. The descriptive analysis enables the researcher to identify the overall level of workplace adjustment challenges experienced by Generation Z employees and to assess their level of work performance.

Before testing the relationship between the variables, a normality test was conducted to determine whether the collected data followed a normal distribution. The results indicated that the data were not normally distributed. Therefore, instead of using a parametric statistical test, the study employed Spearman Rank Correlation, which is a non-parametric statistical technique suitable for analyzing relationships between variables when the assumption of normality is not satisfied. The correlation analysis was performed to examine the relationship between Workplace Adjustment Challenges and Work Performance among Generation Z employees and to test the research hypothesis.

Each statistical result is presented in the form of tables, followed by detailed interpretations. The interpretations explain the significance of the findings and relate them to the objectives of the study. This approach enables readers to understand the meaning of the statistical results rather than simply observing numerical values. The findings obtained through the analysis provide empirical evidence regarding the workplace experiences of Generation Z employees and their work performance.

The chapter concludes with a summary of the major findings derived from the statistical analyses. These findings provide the foundation for the discussion, conclusion, and recommendations presented in the next chapter. Overall, this chapter serves as the analytical core of the study by presenting objective evidence on the workplace adjustment challenges experienced by Generation Z employees and examining whether these challenges have a significant relationship with their work performance.

4.2 Demographic Profile of the Respondents

The demographic profile of the respondents is an important component of data analysis as it provides a clear understanding of the background characteristics of the individuals who participated in the study. Demographic information helps the researcher describe the composition

of the sample and offers valuable insights into the personal and occupational characteristics of the respondents. An examination of demographic variables enables readers to understand the diversity of the sample and provides an appropriate context for interpreting the research findings. It also enhances the credibility of the study by demonstrating that the data were collected from respondents with different backgrounds and experiences.

In research related to human resource management and organizational behavior, demographic characteristics are considered important because employees' perceptions, attitudes, and workplace experiences may vary according to factors such as age, gender, educational qualification, marital status, family background, occupation, income, and work experience. These characteristics often influence how employees adapt to organizational culture, respond to workplace expectations, communicate with colleagues and supervisors, and perform their job responsibilities. Therefore, analyzing the demographic profile of the respondents provides a broader understanding of the participants and helps in interpreting the results of the study more effectively.

The present study was conducted among 61 Generation Z employees working in different organizations. Generation Z represents the newest generation entering the workforce and is characterized by unique workplace expectations, technological competence, adaptability, and a preference for collaborative and flexible work environments. Since the study focuses specifically on this generation, understanding the demographic characteristics of the respondents is essential for explaining the nature of the sample selected for the research.

The demographic information was collected as part of the questionnaire administered to the respondents. The questionnaire included questions related to gender, age, educational qualification, marital status, type of family, occupation, monthly income, and years of work experience. These variables were selected because they provide meaningful information about the respondents and help describe the overall profile of the sample included in the study. The collected data were coded and analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency and percentage analysis were employed to summarize the demographic characteristics of the respondents in a simple and understandable manner.

The findings are presented in the form of tables, followed by detailed interpretations for each demographic variable. Each table displays the frequency and percentage distribution of respondents, while the accompanying interpretation explains the major observations and highlights

the predominant characteristics of the sample. This systematic presentation enables readers to understand the demographic composition of the respondents before examining the main variables of the study.

The analysis of demographic characteristics serves as the foundation for the subsequent statistical analyses presented in this chapter. It provides an overview of the respondents who participated in the research and facilitates a better understanding of the findings related to workplace adjustment challenges and work performance among Generation Z employees. By presenting the demographic profile at the beginning of the analysis chapter, the study establishes the context within which the remaining analyses and interpretations can be understood.

The following sections present the demographic profile of the respondents under the categories of gender, age, educational qualification, marital status, type of family, occupation, monthly income, and years of work experience. Each demographic variable is analyzed separately using frequency and percentage distributions, followed by appropriate interpretations to provide a comprehensive understanding of the characteristics of the respondents included in the present study. Table:4.2

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	61	22	29	24.90	1.989
Gender	61	1	2	1.51	.504
OrganTenure	61	1	4	2.67	1.300
IndustrySector	61	1	6	2.36	1.654
JobRole	61	1	5	2.64	1.001
Valid N (listwise)	61				

The above table presents the descriptive statistics of the demographic characteristics of the respondents who participated in the study. A total of 61 valid responses were included in the analysis, and no missing values were recorded, indicating that all questionnaires were complete and suitable for statistical analysis. The table provides information on the minimum value, maximum value, mean, and standard deviation for each demographic variable, offering an overall summary of the sample characteristics.

The age of the respondents ranged from 22 to 29 years, with a mean age of 24.90 years and a standard deviation of 1.989. This indicates that the respondents were predominantly young employees belonging to Generation Z, which is consistent with the focus of the present study. The relatively low standard deviation suggests that the ages of the respondents are closely distributed around the average age, reflecting a fairly homogeneous sample in terms of age. Since the study specifically targeted Generation Z employees, the age distribution confirms that the selected respondents appropriately represent the intended population.

The gender variable was coded into two categories, with a minimum value of 1 and a maximum value of 2. The mean value of 1.51 and a standard deviation of 0.504 indicate that the respondents included participants from both gender categories. The small standard deviation suggests that the distribution of respondents across the two categories was relatively balanced. This balanced representation enhances the inclusiveness of the study by incorporating perspectives from different genders.

The organizational tenure of the respondents ranged from 1 to 4 based on the coding used in the questionnaire. The mean value of 2.67 with a standard deviation of 1.300 indicates that the respondents had varying lengths of experience within their organizations. This variation suggests that the sample included employees who were relatively new to their organizations as well as those who had accumulated more organizational experience. Such diversity provides a broader understanding of workplace adjustment experiences among Generation Z employees at different stages of organizational tenure.

The industry sector variable was coded into six categories, with a minimum value of 1 and a maximum value of 6. The mean value of 2.36 and a standard deviation of 1.654 indicate that respondents represented a variety of industry sectors. The relatively higher standard deviation reflects considerable diversity in the industries from which the participants were drawn. This diversity enhances the applicability of the study by including Generation Z employees working in different organizational settings.

Similarly, the job role variable consisted of five coded categories, with values ranging from 1 to 5. The mean score of 2.64 and a standard deviation of 1.001 indicate that respondents occupied different job roles within their respective organizations. The variation in job roles provides a

comprehensive understanding of the workplace experiences of Generation Z employees across different functional responsibilities and positions.

Overall, the descriptive statistics demonstrate that the respondents represent a diverse group of Generation Z employees in terms of organizational tenure, industry sector, and job role, while maintaining consistency with the target age group of the study. The presence of 61 valid responses without missing data strengthens the reliability of the dataset and provides a sound basis for conducting further statistical analyses. The demographic characteristics summarized in this table establish the background profile of the respondents and provide an important context for interpreting the findings related to workplace adjustment challenges and work performance presented in the subsequent sections of the study.

Frequency Table

Table 4.2.1 Age

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 22	5	8.2	8.2	8.2
23	16	26.2	26.2	34.4
24	9	14.8	14.8	49.2
25	5	8.2	8.2	57.4
26	12	19.7	19.7	77.0
27	5	8.2	8.2	85.2
28	8	13.1	13.1	98.4
29	1	1.6	1.6	100.0
Total	61	100.0	100.0	

The above table presents the age-wise distribution of the respondents who participated in the present study. A total of 61 Generation Z employees were included in the analysis. Since the study specifically focuses on Generation Z employees, the respondents belong to the age group of 22 to 29 years, which appropriately represents the target population.

The findings reveal that the majority of the respondents (16 respondents, 26.2%) were 23 years old, making this the largest age group in the sample. This was followed by 12 respondents (19.7%) who were 26 years old, indicating that employees in their early and mid-twenties constituted a substantial proportion of the participants. Furthermore, 9 respondents (14.8%) were 24 years old, while 8 respondents (13.1%) belonged to the age of 28 years. These findings suggest that the sample mainly comprised young employees who are in the initial stages of their professional careers and are actively adapting to organizational environments.

The analysis further indicates that 5 respondents (8.2%) each belonged to the age groups of 22 years, 25 years, and 27 years. Although these age categories represented a comparatively smaller proportion of the sample, they contributed to maintaining diversity within the selected respondents. Additionally, only one respondent (1.6%) was 29 years old, making it the least represented age category in the study.

The cumulative percentage further shows that 34.4% of the respondents were 23 years of age or younger, while 77.0% were aged 26 years or below. This demonstrates that the majority of the participants were concentrated in the younger segment of Generation Z, reflecting employees who are relatively new to the workforce and are in the process of developing their professional knowledge, skills, and workplace competencies.

The age distribution clearly indicates that the respondents represent the intended population of Generation Z employees. Individuals within this age range are generally at the beginning of their careers and are likely to encounter workplace adjustment challenges as they transition from academic settings to professional organizations. They are also expected to adapt to organizational culture, workplace expectations, communication practices, leadership styles, and performance standards. Therefore, including respondents from different ages within Generation Z provides a comprehensive understanding of their workplace experiences and enables the researcher to examine workplace adjustment challenges and work performance more effectively.

Overall, the findings indicate that the sample is appropriately distributed across different age groups within Generation Z, with a greater concentration of respondents between 23 and 26 years of age. This distribution strengthens the relevance of the study, as employees within these age groups are actively establishing their careers and gaining organizational experience. Consequently, the responses obtained from these participants provide meaningful insights into the workplace adjustment challenges faced by Generation Z employees and their impact on work performance.

Figure 4.2.1

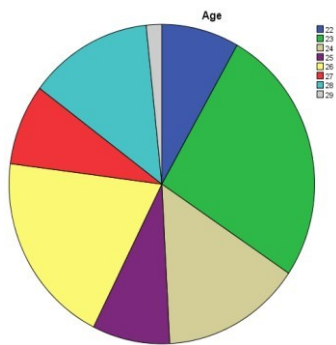


Table 4.2.2 organisation tenure

OrganTenure				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18	29.5	29.5	29.5
LESSTHAN6MONTH	10	16.4	16.4	45.9
6MONTH-1YEAR	7	11.5	11.5	57.4
1-2YEAR	26	42.6	42.6	100.0
MORETHAN2YEAR				
Total	61	100.0	100.0	

The organizational tenure of the respondents was analyzed to understand the length of time Generation Z employees have been working in their current organizations. As shown in the table, the largest proportion of respondents, 42.6% (26 respondents), have been employed in their organization for more than two years, indicating that a considerable number of participants have gained substantial organizational experience and are likely to be well acquainted with their workplace environment, policies, and culture.

The second largest group, 29.5% (18 respondents), have been with their organization for less than six months. This suggests that a significant number of respondents are relatively new employees who may still be undergoing the process of workplace adjustment, adapting to organizational expectations, and developing professional relationships.

Furthermore, 16.4% (10 respondents) reported an organizational tenure of six months to one year, indicating that they have moved beyond the initial onboarding phase but may still be in the process of fully integrating into the organization. The smallest group, 11.5% (7 respondents), have worked in their organization for one to two years, representing employees with moderate organizational experience.

Overall, the findings reveal that the respondents possess varied levels of organizational tenure, ranging from newly joined employees to those with more than two years of experience. The predominance of employees with more than two years of tenure suggests that many respondents have had sufficient time to adapt to their work environment. At the same time, the presence of a substantial proportion of employees with less than six months of tenure ensures that the study captures the experiences of individuals who may currently be facing workplace adjustment challenges. This diversity in organizational tenure enhances the comprehensiveness of the study by reflecting the perspectives of Generation Z employees at different stages of their organizational journey.

Figure 4.2.2

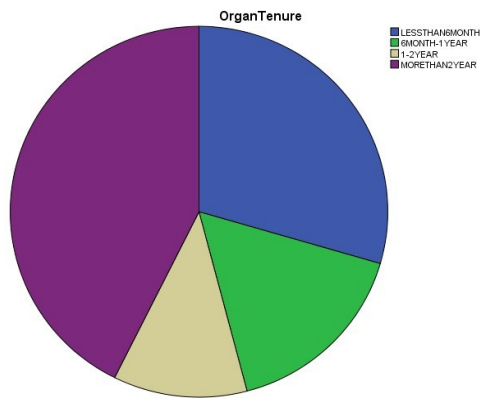


Table 4.2.3 Industry/sector

IndustrySector				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30	49.2	49.2	
IT	8	13.1	13.1	49.2
BANKING/FINANCE	7	11.5	11.5	62.3
MANUFACTURING	6	9.8	9.8	73.8
RETAIL	7	11.5	11.5	83.6
HEALTHCARE	7	11.5	11.5	95.1
INSURANCE	3	4.9	4.9	100.0
Total	61	100.0	100.0	

The industry sector of the respondents was analyzed to understand the distribution of Generation Z employees across different industries. As presented in the table, nearly half of the respondents, 49.2% (30 respondents), are employed in the Information Technology (IT) sector, making it the most represented industry in the study. This high representation reflects the increasing participation of Generation Z employees in the IT sector, which is known for its technology-driven

work environment, flexible work arrangements, rapid innovation, and significant employment opportunities for young professionals.

The Banking and Finance sector accounts for 13.1% (8 respondents) of the sample, representing the second-largest group. Employees in this sector typically work in structured environments with well-defined organizational policies, performance standards, and regulatory requirements, which may influence their workplace adjustment experiences.

Both the Manufacturing and Healthcare sectors each contribute 11.5% (7 respondents) of the total sample. Respondents from the manufacturing sector may encounter adjustment challenges associated with production schedules, operational procedures, and organizational hierarchies, while those employed in the healthcare sector often work in demanding environments that require adaptability, teamwork, and effective stress management.

The Retail sector represents 9.8% (6 respondents) of the respondents. Employees in retail generally operate in customer-oriented environments characterized by dynamic work schedules, interpersonal interactions, and performance expectations, all of which can shape their workplace adjustment experiences.

The Insurance sector constitutes the smallest proportion of the sample, accounting for 4.9% (3 respondents). Although fewer respondents belong to this sector, their inclusion contributes to the diversity of the study by incorporating perspectives from another service-oriented industry.

Figure 4.2.3

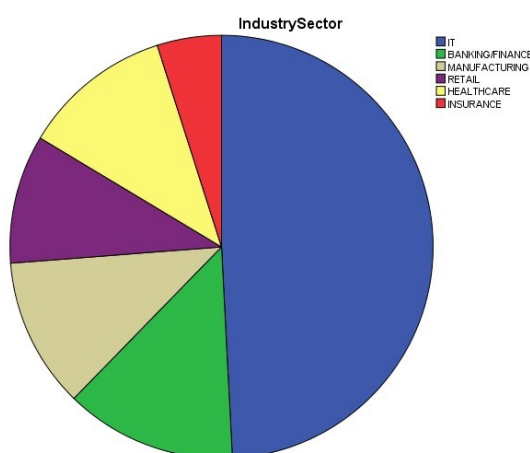


Table 4.2.4

JobRole				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
ENTREELEVEL	11	18.0	18.0	18.0
EMPLOYEE	10	16.4	16.4	34.4
TRAINEE/INTERN	32	52.5	52.5	86.9
EXECUTIVE	6	9.8	9.8	96.7
SENIOR ASSOCIATE	2	3.3	3.3	100.0
MANAGER	2	3.3	3.3	100.0
Total	61	100.0	100.0	

The job role of the respondents was analyzed to identify the occupational positions held by Generation Z employees across different organizations. As shown in the table, the majority of the respondents, 52.5% (32 respondents), are employed as Executives, making this the largest job category in the study. This indicates that most participants occupy operational or professional level positions where they are actively involved in executing organizational tasks and responsibilities. Employees at this level often experience direct exposure to workplace expectations, organizational culture, and performance demands, making their responses particularly relevant to the study of workplace adjustment challenges.

The second-largest group comprises Entry-Level Employees, representing 18.0% (11 respondents) of the sample. These employees are relatively new to the workforce and are likely to be in the early stages of adapting to organizational norms, work responsibilities, and professional relationships. Their experiences provide valuable insights into the adjustment process of newly employed Generation Z workers.

Trainees and Interns account for 16.4% (10 respondents) of the respondents. Individuals in this category are generally undergoing organizational learning and skill development while gaining practical work experience. As they transition from academic settings to professional environments, they may encounter unique workplace adjustment challenges associated with understanding organizational expectations, work culture, and job responsibilities.

A smaller proportion of respondents, 9.8% (6 respondents), hold the position of Senior Associate. These employees possess comparatively greater work experience and are likely to have developed a stronger understanding of organizational processes, enabling them to adapt more effectively to workplace demands while taking on greater responsibilities.

The smallest category consists of Managers, accounting for only 3.3% (2 respondents) of the total sample. Although managerial representation is limited, these respondents contribute valuable perspectives from leadership positions, where workplace adjustment may involve managing teams, decision-making responsibilities, and organizational coordination.

Overall, the findings indicate that the sample is predominantly composed of employees working in Executive and Entry-Level positions, together accounting for more than two-thirds of the respondents. This distribution aligns well with the characteristics of Generation Z employees, who are generally at the beginning of their professional careers and are more likely to occupy junior and mid-level organizational roles. The inclusion of trainees, interns, senior associates, and managers provides additional diversity to the sample, allowing the study to capture workplace adjustment experiences across different levels of organizational responsibility. Consequently, the varied distribution of job roles strengthens the comprehensiveness of the research by reflecting the perspectives of Generation Z employees at different stages of their career development.

Figure 4.2.4

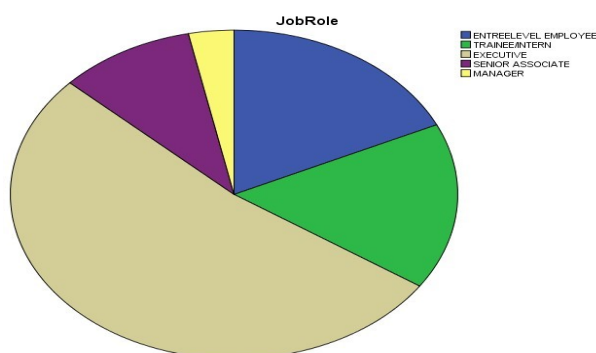


Table 4.2.5 Gender

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid FEMALE	30	49.2	49.2	49.2
MALE	31	50.8	50.8	100.0
Total	61	100.0	100.0	

The gender distribution of the respondents was analyzed to understand the representation of male and female Generation Z employees in the study. As presented in the table, 50.8% (31 respondents) of the participants are male, while 49.2% (30 respondents) are female. The difference between the two groups is minimal, with only one respondent separating the male and female categories, indicating a nearly equal distribution of participants based on gender.

The slight predominance of male respondents suggests that males constitute a marginally larger proportion of the sample. However, the difference is too small to indicate any meaningful imbalance. The almost equal representation of both genders enhances the quality of the study by ensuring that the perspectives and experiences of both male and female Generation Z employees are adequately reflected.

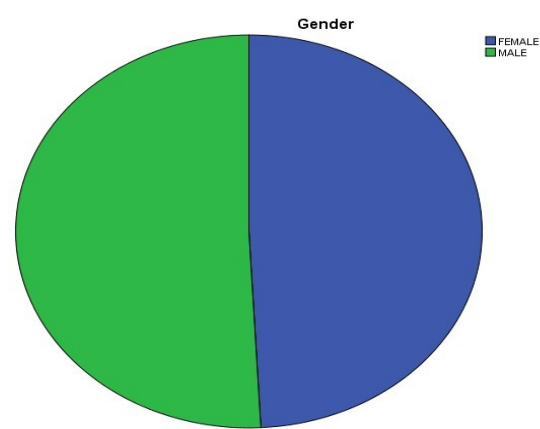
A balanced gender distribution is particularly beneficial for research examining workplace adjustment challenges and work performance, as it minimizes the possibility of gender bias in the findings. It also enables the study to capture a broader range of workplace experiences, attitudes, and adjustment patterns that may exist among employees of different genders.

Furthermore, the inclusion of nearly equal numbers of male and female respondents increases the representativeness of the sample and strengthens the credibility and reliability of the research findings. Such a balanced demographic composition allows for a more comprehensive

understanding of workplace adjustment challenges among Generation Z employees across genders, thereby improving the generalizability of the study within the selected sample.

Overall, the results indicate that the study achieved an almost equal gender representation, with male respondents accounting for 50.8% and female respondents accounting for 49.2% of the total sample. This balanced distribution supports a fair and unbiased examination of workplace adjustment challenges and their impact on work performance among Generation Z employees.

Figure 4.2.5



Objective : 1

- To assess the workplace adjustment challenges faced by Generation Z employees.

Table 4.2.6

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
quick growth	61	1	5	2.77	.956
frustrated	61	1	5	2.80	1.108
strict rules	61	1	5	2.67	1.165
flex work styles	61	1	5	2.23	1.055
criticism	61	1	5	2.90	1.076

uncomfortable	61	1	5	2.20	1.138
quick response	61	1	5	2.46	.959
difficult to stay	61	1	5	2.38	1.003
informal commu	61	1	5	2.57	1.072
Valid N (listwise)	61				

To assess the workplace adjustment challenges experienced by Generation Z employees, descriptive statistics were computed for the nine statements measuring workplace adjustment challenges. The mean scores and standard deviations provide an understanding of the respondents' perceptions regarding different aspects of workplace adjustment.

Among the nine items, the statement "I find it difficult to accept criticism from my supervisor or colleagues" recorded the highest mean score ($M = 2.90$, $SD = 1.076$), indicating that accepting criticism is one of the relatively more prominent workplace adjustment challenges experienced by Generation Z employees. Similarly, the statement "I expect quick career growth and promotions" obtained a mean score of 2.77 ($SD = 0.956$), suggesting that respondents moderately expect rapid career progression. The statement "I get frustrated when my ideas are not accepted" also recorded a relatively higher mean ($M = 2.80$, $SD = 1.108$), indicating that some respondents experience frustration when their opinions are not acknowledged in the workplace.

The statement "I find it difficult to adjust to strict organizational rules and policies" had a mean score of 2.67 ($SD = 1.165$), reflecting a moderate level of difficulty in adapting to organizational regulations. Likewise, the statement "I prefer open and informal communication with my supervisors" recorded a mean of 2.57 ($SD = 1.072$), indicating a moderate preference among Generation Z employees for less formal communication within the workplace.

The remaining statements reported comparatively lower mean scores. "I expect immediate responses and feedback from my supervisors" had a mean of 2.46 ($SD = 0.959$), while "I find it difficult to stay patient with slow work processes" recorded a mean of 2.38 ($SD = 1.003$). The statement "I prefer flexible work styles over traditional work methods" had a mean score of 2.23 ($SD = 1.055$), and "I feel uncomfortable working under strict supervision" recorded the lowest mean score of 2.20 ($SD = 1.138$). These lower mean values indicate that these aspects were comparatively less challenging for the respondents.

Overall, the mean scores of all nine statements range from 2.20 to 2.90, which fall below the midpoint of the five-point Likert scale. This suggests that the respondents generally reported a low level of workplace adjustment challenges. Although certain challenges, such as accepting criticism, managing career expectations, and coping with the rejection of ideas, were relatively more evident, they were not perceived as severe by the majority of respondents. Therefore, it can be concluded that Generation Z employees in the study exhibit a relatively low level of workplace adjustment challenges, indicating that they are generally adapting well to their organizational environments.

Overall Mean of Workplace Adjustment Challenges = 2.55 (SD = 0.72), which further supports the conclusion that the respondents experience a low level of workplace adjustment challenges. This finding addresses Objective 1 of the study by demonstrating that, on average, Generation Z employees have adapted reasonably well to their workplace, despite encountering a few moderate adjustment-related concerns.

Table 4.2.7

Objective 2

- To assess the level of work performance among Generation Z employees.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
organization	61	1	5	3.67	1.261
bigger	61	1	5	3.48	1.206
minor work	61	1	5	3.08	1.201
meetings	61	1	5	3.92	.918
able to plan	61	1	5	3.95	.973
keep in mind	61	1	5	4.11	.839
priorities	61	1	5	3.89	.933
carry out	61	1	5	3.92	.759
initiative	61	1	5	3.77	.973
manage	61	1	5	3.72	.933
job related	61	1	5	4.02	.866
improving	61	1	5	3.98	.826
solutions	61	1	5	3.92	.759
neg aspects my wrk	60	1	5	3.35	1.246

new challenges	61	1	5	3.74	.893
neg aspects situation	61	1	5	3.56	1.285
Valid N (listwise)	60				

To assess the work performance of Generation Z employees, descriptive statistics were computed for the sixteen statements measuring different dimensions of work performance. The mean scores and standard deviations provide an understanding of the respondents' self-perceived work performance across various job-related activities.

Among the sixteen statements, "I keep in mind the results that I have to achieve in my work" recorded the highest mean score ($M = 4.11$, $SD = 0.839$), indicating that respondents strongly focus on achieving expected work outcomes. This was followed by "I am able to separate main issues from side issues at work" ($M = 4.02$, $SD = 0.866$) and "I continually look for new challenges in my job" ($M = 3.98$, $SD = 0.826$), suggesting that Generation Z employees are highly committed to maintaining effectiveness and continuously improving their performance.

Several other statements also recorded high mean scores, reflecting positive work performance among the respondents. "I am able to plan my work so that it is completed on time" had a mean score of 3.95 ($SD = 0.973$), while "I participate actively in meetings" and "I carry out my work efficiently" each recorded a mean score of 3.92, with standard deviations of 0.918 and 0.759, respectively. Similarly, "I am able to identify solutions to work-related problems" also obtained a mean score of 3.92 ($SD = 0.759$), indicating that respondents perceive themselves as effective problem-solvers.

The statement "I am able to set the right priorities in my work" recorded a mean of 3.89 ($SD = 0.933$), followed by "I take initiative when necessary" with a mean of 3.77 ($SD = 0.973$), "I am able to manage my work effectively" with 3.72 ($SD = 0.933$), and "I organize my work efficiently" with 3.67 ($SD = 1.261$). These findings suggest that respondents possess good planning, prioritization, and organizational skills in their workplace.

Moderate mean scores were observed for "I am able to handle bigger responsibilities" ($M = 3.48$, $SD = 1.206$), "I can effectively deal with negative aspects of work situations" ($M = 3.56$, $SD = 1.285$), and "I focus on the negative aspects of my work" ($M = 3.35$, $SD = 1.246$). The statement

"I spend time on minor work-related activities" recorded the lowest mean score ($M = 3.08$, $SD = 1.201$), suggesting that respondents generally do not spend excessive time on less important tasks.

Overall, the mean scores for the work performance items range from 3.08 to 4.11, indicating that respondents generally perceive themselves as performing effectively in their jobs. The relatively high mean values across most items demonstrate strong planning abilities, effective time management, problem-solving skills, initiative, and commitment to achieving organizational goals.

Furthermore, the overall mean score for Work Performance was 3.77 ($SD = 0.59$), which falls within the high level category based on the five-point Likert scale. This indicates that Generation Z employees exhibit a high level of work performance despite experiencing certain workplace adjustment challenges. Therefore, it can be concluded that the respondents possess positive workrelated behaviors, demonstrate effective job performance, and are capable of fulfilling their organizational responsibilities efficiently.

Thus, Objective 2, *"To assess the work performance of Generation Z employees,"* is achieved, as the findings reveal that the respondents exhibit an overall high level of work performance.

Crosstabulation

Table 4.2.8

Gender * Expect quick growth Crosstabulation Count

	quick growth					Total
	STRONGLY AGREE	AGREE	NEUTRA L	DISAGRE E	STRONGLY DISAGREE	
Gender FEMAL						
E	2	7	17	3	1	30
MALE	2	13	10	3	3	31
Total	4	20	27	6	4	61

The cross-tabulation analysis was conducted to examine the responses of male and female Generation Z employees regarding the statement "I expect quick career growth and promotions."

Among the 30 female respondents, the majority (17 respondents; 56.7%) selected Neutral, indicating that most female employees neither agreed nor disagreed with expecting rapid career growth. Additionally, 7 respondents (23.3%) agreed with the statement, while 2 respondents (6.7%) strongly agreed. A smaller proportion of female respondents disagreed (3 respondents; 10.0%) or strongly disagreed (1 respondent; 3.3%).

Among the 31 male respondents, 13 respondents (41.9%) agreed with the statement, representing the largest proportion within the male group. 10 respondents (32.3%) selected Neutral, while 2 respondents (6.5%) strongly agreed. Furthermore, 3 respondents (9.7%) disagreed and another 3 respondents (9.7%) strongly disagreed.

Overall, out of the 61 respondents, 27 respondents (44.3%) selected Neutral, making it the most common response. This was followed by 20 respondents (32.8%) who Agreed, 6 respondents (9.8%) who Disagreed, 4 respondents (6.6%) who Strongly Agreed, and 4 respondents (6.6%) who Strongly Disagreed.

The findings suggest that female respondents were more likely to remain neutral regarding expectations for rapid career growth, whereas male respondents showed a greater tendency to agree that they expect quick career advancement. However, both genders displayed a range of opinions, indicating that expectations for rapid career progression are not uniform among Generation Z employees. Overall, the results indicate a moderate expectation for quick career growth, with males exhibiting slightly stronger agreement than females.

Table 4.2.9

Gender * strict rules Crosstabulation

Count

		strict rules					Total
		STRONGLYAG REE	AGREE	NEUTRAL	DISAGREE	STRONGLYDIS AGREE	
Gender	FEMALE	2	14	6	5	3	30
	MALE	7	8	9	5	2	31

Total	9	22	15	10	5	61
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Among the 30 female respondents, the largest proportion (14 respondents; 46.7%) selected Agree, indicating that many female employees experience difficulty in adapting to strict organizational rules and policies. Additionally, 2 respondents (6.7%) strongly agreed with the statement, while 6 respondents (20.0%) remained neutral. A smaller proportion of female respondents disagreed (5 respondents; 16.7%) or strongly disagreed (3 respondents; 10.0%).

Among the 31 male respondents, 9 respondents (29.0%) selected Neutral, representing the largest category within the male group. However, 8 respondents (25.8%) agreed and 7 respondents (22.6%) strongly agreed that they find it difficult to adjust to strict organizational rules and policies. Furthermore, 5 respondents (16.1%) disagreed and 2 respondents (6.5%) strongly disagreed with the statement.

Overall, out of the 61 respondents, 22 respondents (36.1%) agreed that they experience difficulty adjusting to strict organizational rules, making it the most common response. This was followed by 15 respondents (24.6%) who remained neutral, 10 respondents (16.4%) who disagreed, 9 respondents (14.8%) who strongly agreed, and 5 respondents (8.2%) who strongly disagreed.

The findings indicate that both male and female Generation Z employees experience some level of difficulty in adapting to strict organizational rules and policies. Female respondents were more likely to agree, whereas male respondents showed relatively higher levels of strong agreement. This suggests that strict organizational structures and regulations may pose adjustment challenges for a portion of Generation Z employees, although opinions vary across respondents. Overall, the results highlight that adapting to formal organizational rules remains a notable workplace adjustment challenge among the study participants

Table 4.2.10

Gender * diff accept criticism Crosstabulation

Count

	criticism	Total
--	-----------	-------

		STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	
		REE				AGREE	
Gender	FEMALE	0	12	6	10	2	30
	MALE	3	13	6	7	2	31
Total		3	25	12	17	4	61

Among the 30 female respondents, the largest proportion (12 respondents; 40.0%) selected Agree, indicating that a considerable number of female employees experience difficulty accepting criticism in the workplace. Six respondents (20.0%) remained neutral regarding the statement. On the other hand, 10 respondents (33.3%) disagreed and 2 respondents (6.7%) strongly disagreed, while none of the female respondents strongly agreed with the statement.

Among the 31 male respondents, 13 respondents (41.9%) selected Agree, making it the most common response among males as well. Additionally, 3 respondents (9.7%) strongly agreed that they find it difficult to accept criticism. Six respondents (19.4%) remained neutral, while 7 respondents (22.6%) disagreed and 2 respondents (6.5%) strongly disagreed.

Overall, out of the 61 respondents, 25 respondents (41.0%) agreed with the statement, making it the most frequently selected response category. This was followed by 17 respondents (27.9%) who disagreed, 12 respondents (19.7%) who remained neutral, 4 respondents (6.6%) who strongly disagreed, and 3 respondents (4.9%) who strongly agreed.

The findings suggest that both male and female Generation Z employees experience some difficulty in accepting criticism from supervisors or colleagues. Agreement levels were similar for both genders; however, only male respondents reported strong agreement with the statement. At the same time, a substantial proportion of respondents disagreed, indicating that many employees are comfortable receiving feedback and criticism. Overall, the results imply that accepting criticism is a workplace adjustment challenge for a notable segment of Generation Z employees, although the intensity of this challenge varies across individuals and genders.

Table 4.2.11

Tests of Normality							
		Kolmogorov-Smirnov ^d			Shapiro-Wilk		
	WAC	Statistic	df	Sig.	Statistic	df	Sig.
WP	1.67	.260	2	.			
	1.78	.306	4	.	.853	4	.238
	1.89	.260	2	.			
	2.00	.329	4	.	.895	4	.406
	2.11	.441	4	.	.630	4	.001
	2.22	.262	6	.200*	.838	6	.126
	2.33	.385	3	.	.750	3	.000
	2.44	.307	5	.140	.844	5	.176
	2.56	.318	3	.	.887	3	.344
	2.67	.298	4	.	.875	4	.319
	2.89	.314	3	.	.893	3	.363
	3.00	.379	4	.	.753	4	.041
	3.22	.260	2	.			
	3.33	.260	2	.			
	3.44	.260	2	.			
	3.67	.260	2	.			

The normality of the data was assessed using the Shapiro–Wilk test. The results indicated that the data did not satisfy the assumption of normality ($p < 0.05$). Therefore, non-parametric statistical techniques were employed for hypothesis testing and examining the relationship between workplace adjustment challenges and work performance among Generation Z employees

Table 4.2.12

Correlations				
			WAC	WP
Spearman's rho	WAC	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.	.048
		N	61	61
	WP	Correlation Coefficient	.048	1.000
		Sig. (2-tailed)	.713	.
		N	61	61

Spearman's Rank Correlation Analysis

A Spearman's Rank Correlation test was conducted to examine the relationship between Workplace Adjustment Challenges (WAC) and Work Performance (WP) among Generation Z employees. Spearman's correlation was used because the data did not satisfy the assumption of normality.

The results revealed a very weak positive correlation between Workplace Adjustment Challenges and Work Performance ($r_s = 0.048$). However, the relationship was not statistically significant as the p-value ($p = 0.713$) was greater than the significance level of 0.05.

This finding indicates that there is no significant relationship between workplace adjustment challenges and work performance among the respondents. In other words, variations in workplace adjustment challenges do not appear to be associated with meaningful changes in the work performance of Generation Z employees within the sample. Although the correlation coefficient is positive, its magnitude is extremely small, suggesting a negligible relationship between the two variables.

The results imply that Generation Z employees are able to maintain their work performance regardless of the level of workplace adjustment challenges they experience. Factors other than workplace adjustment challenges may play a more important role in influencing their work performance.

Hypothesis Testing

- Null Hypothesis (H_0): There is no significant relationship between workplace adjustment challenges and work performance among Generation Z employees.
- Alternative Hypothesis (H_1): There is a significant relationship between workplace adjustment challenges and work performance among Generation Z employees.

Since the significance value ($p = 0.713$) is greater than 0.05, the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected.

Table 4.2.13

Reliability Statistics	
Cronbach's Alpha	N of Items
.856	9

A reliability analysis was conducted to assess the internal consistency of the questionnaire items used to measure Workplace Adjustment Challenges (WAC). The reliability of the scale was evaluated using Cronbach's Alpha.

The results showed a Cronbach's Alpha coefficient of 0.856 for the 9 items included in the scale. According to commonly accepted guidelines, a Cronbach's Alpha value above 0.70 indicates acceptable reliability, above 0.80 indicates good reliability, and above 0.90 indicates excellent reliability.

The obtained alpha value of 0.856 demonstrates a high level of internal consistency among the questionnaire items. This indicates that the items are measuring the same underlying construct and are closely related to one another. Therefore, the scale can be considered reliable for assessing workplace adjustment challenges among Generation Z employees.

Since the reliability coefficient exceeds the recommended threshold of 0.70, the research instrument is deemed suitable for further statistical analysis. The findings confirm that the questionnaire provides consistent and dependable measurements, thereby enhancing the credibility and accuracy of the study results.

CHAPTER 5
FINDINGS, SUGGESTIONS AND CONCLUSIONS

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSIONS

5.1 Introduction

This chapter presents the findings, suggestions, and conclusion of the study titled “Workplace Adjustment Challenges among Generation Z and Their Impact on Work Performance.” The analysis and interpretation of data presented in the previous chapter provided valuable insights into the workplace experiences of Generation Z employees and their level of work performance. The findings have been derived from the responses of 61 Generation Z employees who participated in the study through a structured questionnaire.

The primary purpose of this study was to assess the workplace adjustment challenges faced by Generation Z employees, evaluate their work performance, and examine the relationship between these two variables. To achieve these objectives, various statistical tools such as descriptive statistics, reliability analysis, and correlation analysis were employed. The results obtained from these analyses helped in understanding the extent to which workplace adjustment challenges influence the work performance of Generation Z employees.

Generation Z represents the newest entrant to the workforce and is characterized by unique expectations, work preferences, communication styles, and career aspirations. As organizations continue to witness an increasing presence of Generation Z employees, understanding their adjustment experiences within the workplace has become essential for effective human resource management. Workplace adjustment plays a significant role in helping employees adapt to organizational culture, job responsibilities, interpersonal relationships, and workplace expectations. Successful adjustment can contribute to employee well-being, engagement, and performance, whereas adjustment difficulties may create barriers to organizational effectiveness.

The findings presented in this chapter summarize the major outcomes of the study and highlight important patterns observed from the collected data. Based on these findings, practical suggestions are proposed to help organizations create a supportive work environment for Generation Z employees and enhance their workplace experiences. The chapter concludes by providing an

overall summary of the study and discussing its implications for organizations seeking to effectively manage and retain the emerging Generation Z workforce.

Thus, this chapter serves as the final section of the study by consolidating the key findings, offering recommendations for practice, and presenting conclusions drawn from the research. The insights gained from the study may contribute to a better understanding of Generation Z

employees and support organizations in developing strategies that promote both employee adjustment and organizational success.

5.2 Findings of the Study

A total of 61 Generation Z employees participated in the study. The sample size was considered adequate for achieving the objectives of the research and analyzing the relationship between workplace adjustment challenges and work performance.

The gender distribution of the respondents was nearly balanced, with 31 male respondents (50.8%) and 30 female respondents (49.2%). The minimal difference between male and female participants ensured equal representation of both genders, thereby reducing gender bias in the study.

The age profile revealed that the majority of respondents belonged to the age group of 23–28 years. This indicates that most participants were young employees who were in the early stages of their professional careers and represented the Generation Z workforce.

The reliability analysis of the questionnaire yielded a Cronbach's Alpha value of 0.856 for the nine Workplace Adjustment Challenge items. This value exceeds the acceptable threshold of 0.70, indicating that the research instrument possessed high internal consistency and reliability.

The overall mean score of Workplace Adjustment Challenges was 2.55 with a standard deviation of 0.72. This finding suggests that Generation Z employees experienced a relatively low level of workplace adjustment challenges in their organizations.

The respondents generally demonstrated a positive ability to adapt to workplace norms, organizational policies, communication patterns, and professional expectations. Most respondents did not perceive workplace adjustment as a major obstacle to their work.

Certain adjustment-related issues such as expectations for quick career growth, preference for flexible work arrangements, desire for faster communication, and difficulty with rigid organizational structures were reported to some extent among respondents. However, these challenges were not severe enough to significantly affect their overall adjustment.

The overall mean score of Work Performance was 3.77 with a standard deviation of 0.59, indicating a high level of work performance among Generation Z employees.

The respondents reported satisfactory levels of task performance, including completing assigned work on time, setting priorities effectively, managing responsibilities efficiently, and maintaining productivity in their jobs.

The findings indicate that Generation Z employees were capable of maintaining good performance standards despite experiencing certain workplace adjustment challenges.

Female respondents recorded a mean Workplace Adjustment Challenge score of 2.54, whereas male respondents recorded a mean score of 2.56. The difference between the two groups was very small, suggesting that workplace adjustment challenges were experienced similarly by both genders.

Female respondents recorded a mean Work Performance score of 3.79, while male respondents recorded a mean score of 3.75. This indicates that both male and female respondents demonstrated comparable levels of work performance.

The correlation analysis revealed a correlation coefficient of -0.021 between Workplace Adjustment Challenges and Work Performance. The negative sign indicates an inverse relationship; however, the magnitude of the relationship was extremely weak.

The significance value obtained was 0.873, which is greater than the standard significance level of 0.05. Therefore, the relationship between Workplace Adjustment Challenges and Work Performance was found to be statistically insignificant.

The study failed to establish a significant relationship between Workplace Adjustment Challenges and Work Performance among Generation Z employees. Hence, the null hypothesis was accepted and the alternative hypothesis was rejected.

The findings suggest that workplace adjustment challenges alone may not be sufficient to explain variations in work performance among Generation Z employees. Other factors such as motivation, organizational support, job satisfaction, leadership style, work environment, and career opportunities may also influence employee performance.

5.3 Suggestions

1. Organizations should design comprehensive onboarding and induction programs to help Generation Z employees understand organizational culture, policies, expectations, and work processes from the beginning of their employment.
2. Structured mentoring and coaching programs should be implemented to provide guidance, support, and career direction to young employees during their initial stages of employment.
3. Managers should maintain open and transparent communication with employees and encourage regular feedback sessions to address concerns and improve workplace relationships.
4. Organizations should provide timely recognition and appreciation for employee contributions, as Generation Z employees value acknowledgment and constructive feedback.
5. Flexible work arrangements, where feasible, should be introduced to accommodate the work preferences of Generation Z employees while maintaining organizational productivity.
6. Training and development programs should be conducted regularly to enhance employees' technical, interpersonal, communication, and problem-solving skills.
7. Organizations should create opportunities for continuous learning and career advancement, as Generation Z employees often seek professional growth and skill development.
8. Employee engagement activities such as team-building programs, workshops, recreational events, and wellness initiatives should be organized to strengthen organizational commitment and job satisfaction.
9. Supervisors should adopt supportive leadership styles that encourage collaboration, participation, and mutual respect among employees.
10. Organizations should foster an inclusive work environment where employees feel valued, respected, and comfortable expressing their ideas and opinions.
11. Regular career counseling and performance discussions should be conducted to help employees align their career goals with organizational objectives.
12. Human Resource departments should establish effective grievance-handling mechanisms to address employee concerns promptly and fairly.
13. Organizations should promote a healthy work-life balance through employee-friendly policies, flexible scheduling options, and wellness programs.

14. Efforts should be made to reduce unnecessary bureaucratic procedures and encourage efficient decision-making processes that align with the expectations of younger employees.
15. Team collaboration should be encouraged through group projects, cross-functional assignments, and knowledge-sharing initiatives to strengthen workplace relationships.
16. Organizations should leverage technology-driven communication and HR practices to enhance employee engagement and streamline workplace processes.
17. Managers should provide clear job roles, responsibilities, and performance expectations to minimize confusion and facilitate smoother workplace adjustment.
18. Periodic employee satisfaction surveys should be conducted to identify emerging workplace challenges and implement corrective measures when necessary.
19. Organizations should create a culture of continuous feedback and learning that enables employees to adapt effectively to changing workplace demands.
20. Special attention should be given to employee well-being by providing mental health support, counseling services, stress management programs, and wellness initiatives.
21. Since workplace adjustment challenges were found to have no significant impact on work performance in this study, future organizational efforts should also focus on other factors such as job satisfaction, motivation, employee engagement, organizational commitment, leadership effectiveness, and workplace culture that may influence performance.
22. Future researchers may conduct similar studies using larger sample sizes and different industries to improve the generalizability of findings.

5.4 Conclusion

The present study was conducted to examine the workplace adjustment challenges experienced by Generation Z employees and to understand their impact on work performance. The study focused on identifying the level of workplace adjustment challenges, assessing the work performance of Generation Z employees, and examining the relationship between these two variables. The findings revealed that Generation Z employees experienced a relatively low level of workplace adjustment challenges, with an overall mean score of 2.55. Although respondents reported certain concerns related to rapid career growth expectations, preference for flexible work arrangements, and adaptability to organizational structures, these challenges were not found to be severe. The results indicate that the respondents were generally capable of adapting to workplace norms, organizational expectations, and professional responsibilities. The study also found that Generation Z employees demonstrated a high level of work performance, with an overall mean score of 3.77. The respondents reported positive performance in areas such as task completion, time management, prioritization of work, efficiency, and achievement of job-related goals. This

suggests that Generation Z employees possess the ability to perform effectively and contribute positively to organizational objectives. Furthermore, the correlation analysis revealed a very weak negative relationship between Workplace Adjustment Challenges and Work Performance ($r = -0.021$). The relationship was found to be statistically insignificant ($p = 0.873$), indicating that workplace adjustment challenges did not significantly influence the work performance of Generation Z employees in the selected sample. Therefore, the study concludes that despite facing certain adjustment-related concerns, Generation Z employees were able to maintain satisfactory levels of work performance. The findings highlight that Generation Z employees are adaptable, resilient, and capable of functioning effectively in modern organizational settings. Their ability to perform well despite minor adjustment difficulties demonstrates their readiness to cope with changing workplace environments. This reflects the evolving nature of the contemporary workforce, where young employees utilize technological competence, learning agility, and flexibility to meet organizational demands.

The study further emphasizes the importance of supportive organizational practices such as effective onboarding, mentoring, regular feedback, employee engagement initiatives, and opportunities for professional growth. Such practices can facilitate smoother workplace adjustment and enhance the overall employee experience. Organizations that understand and accommodate the expectations and preferences of Generation Z employees are more likely to improve employee satisfaction, retention, and productivity.

Although workplace adjustment challenges were not found to have a significant impact on work performance in this study, organizations should continue to monitor and address the evolving needs of Generation Z employees. Creating an inclusive, supportive, and flexible work environment can help organizations maximize the potential of this emerging workforce segment.

In conclusion, the study contributes to the growing body of knowledge on Generation Z employees by providing insights into their workplace experiences and performance outcomes. The findings indicate that Generation Z employees are generally well-adjusted and capable performers, making them valuable assets to organizations. Future research may explore additional factors such as job satisfaction, organizational commitment, employee engagement, leadership support, and work-life balance to gain a deeper understanding of the determinants of work performance among Generation Z employees.

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APPENDIX

Questionnaire

1. Age of the Respondent *

2. Gender *

- Male
- Female
- other

3. Organizational Tenure *

Less than 6 months

6 months – 1 year 1–2
years

More than 2 years

4. Industry / Sector *

IT / Technology

Banking / Finance

Manufacturing

Retail

Healthcare

Other

5. Job Role *

Entry Level Employee

Trainee / Intern

Executive

Other:

Workplace Adjustment Challenges

Please indicate your level of agreement using the following scale:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

1.I sometimes expect quick growth and recognition in my job, which makes *
workplace adjustment difficult.

2.I feel frustrated when my ideas or suggestions are not immediately accepted at * work.

3.I find it difficult to adjust to strict rules and formal workplace structures.

4.I prefer flexible work styles, and adjusting to traditional work environments can be
challenging for me.

5.Isometimes find it difficult to accept criticism or negative feedback from supervisors.

6.I tend to expect quick responses and communication, and delays at work can frustrate me.

7.I feel uncomfortable working under very strict supervision or control. *

8.I sometimes find it difficult to stay patient with slow organizational processes *

9.I prefer open and informal communication, which sometimes conflicts with traditional workplace communication styles. *

Work Performance

Please indicate your level of agreement using the following scale:

- 6 – Strongly Disagree
- 7 – Disagree
- 8 – Neutral
- 9 – Agree
- 10 – Strongly Agree

1.I am able to plan my work so that I finish it on time. *

2.I keep in mind the work results I need to achieve.

3.I am able to set priorities in my work.

4.I am able to carry out my work efficiently.

5.I manage my time well while doing my work. *

6.I take initiative to start new tasks when my previous tasks are completed.

7.I take on challenging tasks when they are available.

8.I try to keep my job-related knowledge up to date.

9.I work on improving and updating my work skills.

10.I come up with creative solutions for new problems at work.

11.I take on extra responsibilities at work when needed.

12.I actively seek new challenges in my work.

13.I actively participate in meetings or work discussions.

14.I complain about minor work-related issues at work

15.I make problems at work seem bigger than they actually are.

16.I focus more on the negative aspects of situations at work than the positive aspects.

17.I talk to colleagues about the negative aspects of my work.

18.I talk to people outside the organization about the negative aspects of my
* work.