

Digital Transformation in Human Resource Management and Its Role in Gen Z Career Development: A Systematic Literature Review

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Abstract

With an emphasis on the career development of Gen Z, this systematic literature review explores the relationship between digital transformation and HRM. This study reveals the significant influence of digital technology on HRM practices, especially in areas like hiring, talent management, performance reviews, and staff development. This is achieved through rigorous screening and analysis using the Systematic Literature Review (SLR) to thoroughly address our research questions by systematically locating, assessing, and interpreting key findings from relevant studies of the chosen 19 key studies from 306 unique documents generated. The results show digital transformation's critical role in determining Gen Z workers' career paths and the necessity for firms to modify their HRM strategies and practices to engage and support this generation of digital natives effectively.

Keywords: Industrial Revolution 4.0, Human Resources Management, Gen Z, Digital Transformation, Career Development.

1. Introduction

Industrial Revolution 4.0 (IR 4.0) is currently undergoing significant transformations in production, management, and the interaction between humans and technology. The advancements in digital technology have laid the groundwork for profound transformations across industries. Increasingly interconnected networks for communication have formed a basis for tighter integration between devices, processes, and humans. The significant changes in this 4.0 era have prompted workers to sharpen their skills in line with the technological changes occurring over time. In the workplace, organizations must adapt quickly to remain competitive in an environment where digital transformation drives and changes every aspect of operations, including human resource management.

Furthermore, the onset of the digital era has prompted companies to rethink their HR strategies from a different perspective. The focus is not only on personnel management but also on talent development and shaping an organizational culture that fosters creativity and adaptability. However, these advancements also bring new challenges, such as the digital skills gap, data protection, and system integration, which are significant in managing human resources in the digital era. Traditional HR management, relying on manual approaches and paper-based processes, is transforming into a more dynamic, analytical system driven by data (D. Zhang et al., 2021). Digital transformation in HR management has strengthened internal company operations and strategies. Therefore, with more motivated and skilled employees, companies can quickly identify and capitalize on market opportunities and

become more innovative in facing challenges (Sutanto & Valentine, 2022). Hence, HR management needs to create continuous learning opportunities for their employees for career development.

From the employees' perspective in this IR 4.0 era, Generation Z emerges as the dominant demographic in the workforce. For instance, as reported by Glassdoor's 2024 workplace trend forecast report, Generation Z could surpass Baby Boomers in the American workforce by early 2024. HR management needs to consider Generation Z because it has different values and expectations regarding the workplace. Based on a survey conducted by Staff Circle on October 9, 2023, with Generation Z included in the workforce, 77% of HR teams have seen changes in employees' expectations in recent years. When asked about the most crucial job benefits for Generation Z today, HR mentioned flexible working hours (75%), remote work (56%), and money (55%). To address this, 67% of organizations have changed their HR processes to accommodate Generation Z and future generations. However, 69% of employees do not see these promises fulfilled and do not believe their organizations have changed.

Generation Z prefers to avoid risks and is financially conscious compared to other generations, even before COVID-19. They are also the first digital generation to grow up without memories of the pre-internet era. Additionally, they are referred to as the first global generation. They are pioneers of careers not tied to a location, capable of innovatively creating income streams and finding new ways to define work (World Economic Forum, 2021). As Generation Z enters the workforce in larger numbers, organizations need to

adjust their HR practices to effectively attract, retain, and manage this demographic. This research aims to provide insights into how HR strategies should evolve to meet the demands of a changing workforce landscape and the impact of digital transformation on the career development of Generation Z. The novelty of this study lies in its alignment with the emerging trends in the digital era and HRM practices. Additionally, the focus on Generation Z represents a relatively under-explored area in existing literature, making this study particularly timely and pertinent. By delving into this intersection, the research seeks to fill a crucial gap in understanding how organizations can adapt their HRM approaches to effectively engage and nurture the Generation Z workforce, thereby fostering sustainable organizational success in the dynamic digital landscape.

2. Literature Review

2.1. Challenges That Arise for HRM Due to Digital Transformation

According to prior research, digital transformation entails profound changes across all company levels, impacting processes, resources, and internal and external stakeholders. To facilitate these changes, organizations must implement digital capabilities, adapt habits to new requirements, and identify more suitable ways of working (Kirilmaz, 2020).

Moreover, some challenges arise from digital transformation that are currently entering the HRM. A study conducted by (Zhou Q et al., 2022) stated that one of the primary challenges is the skills gap within the existing workforce. Employees may lack the necessary digital skills and knowledge required to adapt to new technologies and processes (Marleyana et al., 2022). With the increasing use of digital tools and platforms in HR processes, data security becomes a significant concern. Enterprises need to ensure the protection of sensitive employee information.

For example, in the context of the study administered in Somalia, Technology and digital transformation have significantly impacted HRM practices and strategies in Somalia. Organizations in Somalia are increasingly recognizing the importance of embracing technology to manage their workforce and stay competitive effectively. Adopting digital technologies in HRM offers several benefits, including streamlined HR processes, improved data management, enhanced employee engagement, and increased access to talent pools. Technology, such as HR information systems, recruitment platforms, performance management software, and learning management systems, have enabled automation, efficiency, and effectiveness in various HRM processes (Mohamed et al., 2023).

Regulatory compliance, adhering to data privacy regulations, and other legal requirements when implementing digital HR processes is crucial. Enterprises need to ensure compliance while leveraging digital tools.

2.2. HRM Shifting to Meet the Needs of Gen Z

Existing literature suggests that In light of feedback-seeking behavior, the research suggests that Human Resource (HR) managers should offer Generation Z employees sample feedback concerning both strengths and areas for improvement in work behavior and outcomes. Furthermore, the findings indicate that implementing flexible work practices in the workplace is crucial for cultivating positive attitudes among Generation Z employees, ultimately enhancing task performance and fostering practical organizational commitment. Flexible workplace norms are positively associated with increased job satisfaction and enhanced work effectiveness. Mediation analysis reveals that job satisfaction significantly influences task performance and affective organizational commitment. By prioritizing job satisfaction, employers can boost productivity and retain this dynamic Generation Z workforce, known for their proficiency in technology and interpersonal skills (Aggarwal et al., 2022).

Moreover, the study made by Aggarwal underscores the diminishing effectiveness of offering high salaries alone as a recruitment strategy for attracting potential employees from Generation Z. Instead, it emphasizes identifying and addressing other factors that drive employee performance and retention. Employers and HR managers are encouraged to adopt a multi-faceted approach in reimagining the future of work, aligning with the preferences of Generation Z. Traditional nine-to-five workplace practices are deemed outdated and insufficient in appealing to this digitally savvy workforce (Aggarwal et al., 2022).

Prior research by Lijun Wang et al. also pointed out the significance of incorporating digital HRM practices, emphasizing the crucial role of HRM capability maturity in achieving effectiveness. The study introduces the concept of HRM capability maturity, emphasizing its critical role in managing and developing employee competencies within the framework of digital HRM practices. Previous research has extensively examined the consequences of digital HRM implementation, focusing on its impacts at various levels: organizational, employee, and HRM departments. While organizational-level effects have been explored, including cost reduction and improved organizational performance, individual-level outcomes highlight the influence of e-HRM adoption on employees' trust in the HR department and overall satisfaction. The

study contributes by emphasizing that the effectiveness of digital HRM is intricately tied to HRM capability maturity, and their mutual influence predicts the strength of the HRM system. High HRM capability maturity enhances the positive impact of digital HRM, promoting internal consistency of HR practices and external social networking with line managers. Conversely, low HRM capability maturity inhibits the effectiveness of digital HRM implementation.

Therefore, organizations seeking to maximize the effectiveness of digital HRM should integrate HRM capability improvement into the implementation process, fostering a workforce with capabilities aligned with strategic business goals, quantifying employee capabilities, and establishing processes based on these capabilities (Sutanto & Valentine, 2022). Standardized HRM practices and integrated HRM processes can be facilitated through a series of eight steps encompassing framing business questions, building hypotheses, gathering and analyzing data, revealing insights, determining recommendations, implementing changes, and evaluating outcomes (Wang L et al., 2022).

Recent research suggests that e-learning has also evolved into a comprehensive corporate training system, encompassing various methods such as student interaction, engaging elements, complex materials, motivational components, testing, and acquiring new knowledge. This method effectively facilitates employee development from entry-level to advanced positions. Given the rapid pace of technological advancements, professionals must continuously enhance their competencies. Companies recognize the importance of developing human capital by delivering new knowledge and skills directly to the workplace, with e-learning emerging as a preferred tool for this purpose (Plis & Schislyaeva, 2021).

2.3. Career Development for Gen Z

According to Mineva et al. 2020, the evolving landscape of career development in the digital age underscores a transformation in career management strategies. This shift emphasizes a collaborative approach involving the company, employees, and government assistance in employment and retraining. With the pervasive influence of digital tools, career management has become increasingly personalized for individuals. The state's role in managing careers is pivotal, addressing citizen satisfaction, social cohesion, and economic reforms. Furthermore, the digital society underscores the importance of strategic, operational, and tactical approaches to career management. Key aspects such as defining career goals, viewing career advancement as a series of projects, and establishing measurable milestones are highlighted. Overall, proactive

career planning, skill acquisition, and adaptability to evolving market trends are essential for success in the modern digital era (Mineva et al., 2020).

Another study shows that in the context of the digital transformation from HRM, career development plays a crucial role in ensuring employee success and organizational effectiveness. HRM practices have been shown to significantly impact career success by enhancing objective and subjective success measures. These practices can create a conducive work environment that promotes motivation, achievement, and career satisfaction (Marleyna et al., 2022). Moreover, investing in HRM procedures leads to the development of human capital, reducing employee turnover rates and improving employee attitudes. Employee behavior is another vital aspect influenced by HRM practices, as it significantly and positively affects career success. Organizations can enhance employee behavior by fostering a culture of employee engagement, trust, and empowerment through HRM practices, ultimately contributing to improved career outcomes (Saram et al., 2023). Thus why, in the digital transformation era, HRM needs to adapt to new technologies and trends to support employee career development. It may involve implementing innovative HRM strategies tailored to the digital age, such as online learning platforms, remote work arrangements, and virtual career development programs. By embracing digital tools and techniques, HRM can effectively support employees, especially those in the Generation Z workforce, in navigating their career paths in the evolving business landscape.

3. Methods

Our method of choice for this study was a Systematic Literature Review (SLR). This method aims to provide thorough insights and answers to particular research questions by methodically locating, assessing, and interpreting every critical finding from the study (Hermanu et al., 2022). A solid Systematic Literature Review (SLR) evaluates how well the research has advanced in addressing a particular topic, pointing out gaps and contradictions in the literature, making connections between various empirical findings, and making recommendations for future studies, policies, and practices. A detailed and neutral analysis of search results is made possible by SLR's objectivity, systematic approach, transparency, and replicability, which also lessen the possibility of biases and errors (Makarem & Wang, 2020).

3.1. Search Strategy

As part of our methodical effort to perform a careful literature evaluation, we used the Publish or

Perish tool to get relevant databases for our research. In particular, we settled on two well-known databases, Scopus, CrossRef, and Web of Science, to ensure that relevant studies were carefully reviewed. We started our search with selected keywords like "Gen Z," "Career development," "HRM," "Digital transformation," "Career," and "Industry 4.0," along with a determined time frame of the year 2020 up to 2024 due to the occurrence of the COVID-19 pandemic which altered the workforce routine for roughly around 3 years (Kaushik & Guleria, 2020). It produced a total of 306 documents at first. After thoroughly checking for duplicates and ensuring they were excluded, a revised dataset with 296 unique records was generated. This methodological approach includes a wide range of academic viewpoints and views on the relationship between career development, Generation Z, and the revolutionary effects of digitalization in the modern workforce.

3.2. Screening Process

Two stated sets of factors were then used to evaluate the 296 papers. The requirements aimed to construct a wide range of relevant articles and were guided by the three research questions:

- 1) What are the implications of digital transformation on HRM practices today?
- 2) Does HRM need to adjust its approaches to accommodate the work perspectives of Gen Z?
- 3) How does digital transformation in HRM influence Gen Z's career development?

3.3. Inclusion Criteria

We used the following settings in deciding the inclusion criteria:

- 1) The paper's abstract should include keywords and address topics related to Gen Z, digital transformation in the HRM, and how it is affecting the career development landscape as the primary condition.
- 2) The three stated research questions, or any of them, must be addressed in the articles.
- 3) The articles need to have gone through a peer review process.

3.4. Exclusion Criteria

Regarding the criterion for exclusion, we excluded articles that:

- 1) Those articles that do not explore topics related to Gen Z, digital transformation, and career development in further detail as the main idea.
- 2) Failed to answer any of the three research questions.
- 3) Have not gone through the process of peer review.

3.5. Data Analysis

Once duplicates were eliminated from the data analysis, we identified 296 studies using Garrard's (2013) matrix. 262 studies that did not fulfill the predetermined criteria were subsequently excluded as an outcome of using the inclusion criteria. A closer look at the exclusion criteria led to removing 17 more papers that did not stay within the scope required to answer the three research topics. Our thorough analysis produced a final dataset with 19 studies that closely match the research goals and offer insightful information on the studied subjects.

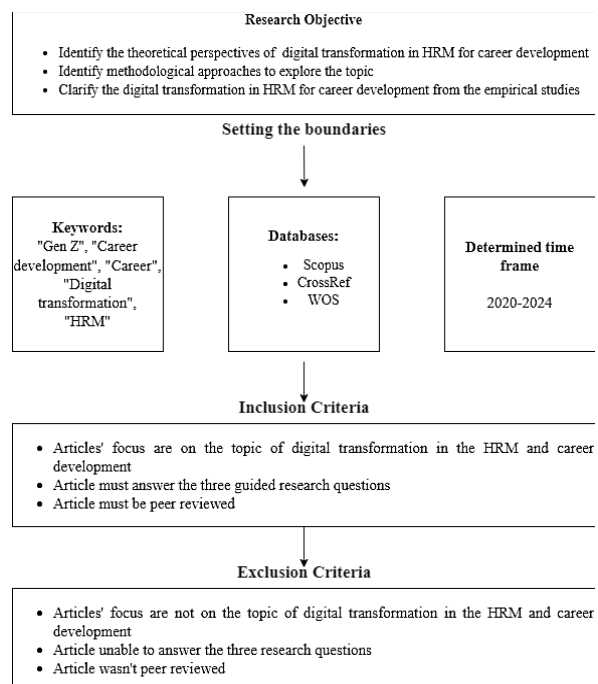


Figure 1. Adapted from Barhate and Dirani (2022)

4. Result

After filtering through numerous journals, we have identified 19 key studies for our systematic literature review, focusing on the impact of digital transformation in HRM on Generation Z's career development. From Aggarwal and Barhate's research, we glean insights into critical factors such as job satisfaction, task performance, and organizational commitment influencing Gen Z's career trajectories. They also emphasize the importance of flexible work practices, feedback-seeking behavior, and digital proficiency in attracting, motivating, and retaining this demographic (Aggarwal, 2022) and (Barhate, 2022). Their findings underscore Gen Z's preferences for personal fulfillment, recognition, and supportive work culture, along with their reliance on technology for learning and career advancement. Overall, these studies provide valuable insights into how digital transformation shapes Gen Z's career aspirations and behaviors.

Fu and Mohamed both highlight key aspects of digital transformation in HRM, focusing on recruitment innovation, talent management, performance management, and the integration of digital solutions. Fu's emphasis on recruitment innovation, talent standards, and refined training development within the context of digital transformation suggests a strategic approach to building and managing talent. Additionally, the consideration of labor regulations and the utilization of big data, internet, and cloud platforms indicate a comprehensive approach to HRM in the digital era (Fu F, 2022). The mention of innovation management suggests a forward-thinking strategy. On the other hand, it is mentioned as well that digital solutions, online recruitment, and self-service for employees, align with the modern trend of technology-driven HR processes. The focus on data analytics, revolutionized training and development, personalized and self-paced learning, and flexible training programs highlight a commitment to employee growth and development (Mohamed, 2023). The simplified performance appraisal system and emphasis on transparency suggest efforts to enhance overall organizational efficiency and communication. Another previous empirical study supported the notion that Gen Z's preferences for flexibility, growth opportunities, and technology integration in the workplace are crucial factors that can enhance their productivity (Febriana & Mujib, 2024).

Kirilmaz emphasizes the digitized platform's role in enhancing HR efficiency and sustainability, particularly in talent management, communication, and various HR functions like recruitment and performance management. Flexible working solutions promote accessibility of information, effective time use, cost savings, and employee satisfaction (Kirilmaz, 2020). Malik underscores the need for flexibility and work-life balance in HRM strategies, reflecting employee perceptions and preferences. This suggests a growing recognition of the importance of accommodating employees' needs and promoting well-being. Thus, career development is highly influenced by employee perception and HRM practices (Malik et al., 2022).

Zhang and Jiang emphasize the value of social support networks and career resilience in enhancing employee well-being and creating a competitive work environment. They stress the necessity of an organized system of talent development to address the changing demands of staff members. Regarding digital transformation, it is essential that HRM establish a favorable working environment and a competitive system and offer institutional assurances for employees' career development (Zhang & Jiang, 2023). Coetzee's research

highlights the importance of career orientation and self-efficacious professional objectives in encouraging employee exploration and growth. Proactive participation in professional development programs and self-directed career planning are becoming increasingly important (Coetzee, 2022). HRM practices have a beneficial effect on career success and route development. It emphasizes the significance of matching employees' professional objectives and actions with HRM tactics (Saram et al., 2023).

Talent management, leadership support, employee engagement, and e-recruitment are important for HRM to be able to meet the demands of today's workforce in enhancing organizational effectiveness and employee satisfaction (Fathima and Slevi, 2022). These components are crucial for creating a work environment and encouraging positive employee experiences. Talent management ensures that the correct people are brought on board, grow, and stay with the organization by matching their competencies and skills to strategic goals. Employees receive direction, guidance, and inspiration from leadership support, which builds motivation and a sense of trust. Initiatives for employee engagement promote involvement, teamwork, and dedication, which boost output and job satisfaction. E-recruitment also improves efficiency and accessibility for companies and individuals by streamlining the recruiting process. These elements work together to create a vibrant workplace culture that supports organizational success. Mineva's research centers on career development and management tactics, emphasizing the value of proactive career planning and well-considered career choices. When the career management system is implemented correctly, employees will take ownership of their growth and exhibit a feasible motivation (Mineva et al., 2020). Wang explores the idea of HRM maturity and how it affects organizational behavior and procedures in his research. They underline the importance of adopting digital HRM to improve HRM responsibilities and functions and facilitate smooth communication. Furthermore, prior to the implementation of digital HRM, an enterprise analysis and competitive advantage study, as well as an HR process analysis and integrated HR analysis, can be carried out to aid in creating employees that support company goals (Wang et al., 2022). Productivity, adaptability, competitiveness, and flexibility are essential in fostering organizational success and efficacy (Plis & Schislyayeva, 2020). There are also strong connections between competitive advantage, resource management, information management, e-HRM practices, and employee performance (Yulianty, 2023). They also explore how these elements influence decision-making processes and firm employee attitudes.

Table 1. 19 Key studies

Title	Authors	Methodology	Methods	Participants	Concerning Topic
Digital Transformation in Human Resources Management: Investigation of Digital HRM Practices of Businesses	Kirilmaz (2020)	Qualitative	Interviews	Executives & HR Managers (16 companies)	Integration of digital technologies into HRM
Digital Transformation of Human Resource Management: Digital Applications and Strategic Tools in HRM	Vardalier (2020)	Qualitative	Content analysis	HR Professionals	Digital transformation of HRM
The Role of Digital Technology in Career Development	Hooley and Staunton (2020)	Qualitative	Content analysis	Career Professionals	Role of digital transformation in career development
Transformation of Career Management Approaches in The Digital Society	Mineva et al (2020)	Qualitative	Observation	Executives and Employees	Career management in modern conditions
Digital Transformation in Business in the Modern World - a New Approach to the Development of Human Capital	Plis and Schislyaeva (2020)	Qualitative	Case study	Gazprom Organization	Personnel development in the context of digitalization
Gen Z entering the workforce: Restructuring HR policies and practices for fostering the task performance and organizational commitment	Aggarwal (2022)	Quantitative	Questionnaire	954 employees	HR policies and practices on Gen Z employees
Career aspirations of generation Z: a systematic literature review	B. Barhate (2022)	Qualitative	SLR		Career aspirations of Gen Z
Digital Transformation: A Reflection from HRM Perspective	Feiqiang Fu (2022)	Qualitative	Document Analysis		Digital transformation from an HRM perspective
Digital Transformation on Human Resources	Fathima and Selvi (2022)	Qualitative	Content Analysis	HR Executives	HR digitization
Career Agility for Purposive Career Exploration: Role of Adult Learners' Career Orientations and Digital-era World of Work Awareness	Coetzee (2022)	Quantitative	Survey	486 Adult Learners	Digital-era career orientations
Linking Digital HRM Practices with HRM Effectiveness: The Moderate Role of HRM Capability Maturity from the Adaptive Structuration Perspective	Wang et al (2022)	Quantitative	Survey	2582 Employees	Impact of digital HRM practices
Sustainable Business and Society in Emerging Economies Employee Perception, Barriers towards Career Development and HRM Strategies tenacity Employee Career Development under a Creative Commons Attribution-NonCommercial-4.0	Malik A et al (2022)	Quantitative	Questionnaire	203 Employees	Challenges arise in career development
HRM in the Digital Era: Exploring the Impact of Technology and Digital Transformation on HRM Practices and Strategies in Somalia	Mohamed A (2023)	Mixed	Survey & interviews	200 Employees and 46 HR Professionals	Digital transformation on HRM practices in Somalia
Career Resilience and Improvement Strategies of Enterprise Employees in the Context of Digital Transformation	Zhang and Jiang (2023)	Qualitative	Document Analysis	Existing Literatures	Improving employee's professional resilience with challenges posed by digital transformation
The impact of HRM practices and employee behavior on career success	Saram et al (2023)	Quantitative	Survey	375 Employees	Impact of HRM practices on employees
Analysis Systematic Literature Review: The Study of HRM Transformation Into Digital-Based GHRM Future Research Agenda	Yulianty (2023)	Qualitative	SLR		Gaps in HRM digital transformation

Title	Authors	Methodology	Methods	Participants	Concerning Topic
Increasing Productivity of Gen Z Employees: The Role of Flexible Work Arrangements and Participative Style	Febriana and Mujib (2024)	Quantitative	Survey	259 Employees	Gen Z employees' behaviors
Digital Transformation in HRM	Akhtar (2024)	Qualitative	Content analysis	Social Media Employers	Use of digitalization on employers' branding

5. Discussion

All of the study's findings point to the substantial influence of digital transformation on HRM procedures, especially concerning Gen Z workers. These studies highlight how digitization has transformed HRM in several areas, including hiring and talent management, performance reviews, and staff development. HRM is highly demanded to start revolutionizing their practices in broader aspects of digital transformation, such as focusing on efficiency-enhancing combined with the Internet of Things. The HRM is being pushed forward to adjust to technological advancements, such as using big data, the internet, and cloud platforms. The study's major findings center on the value of flexible work arrangements, digital literacy, and creative HRM techniques in luring and keeping Gen Z talent. These are done through the use of talent management that resonates with Gen Z. For example, using a digital platform for HRM to carry out and monitor employee performance would be more effective altogether for both parties, limiting the ruggedness that might come along with complaints from Gen Z employees regarding their working conditions.

The study highlights how Gen Z's career decisions are influenced by task performance, organizational commitment, and job happiness. Furthermore, research reveals the significance of digital technologies, data analytics, and personalized learning in increasing employees' professional development and progress. The requirement of flexibility and work-life balance in HRM strategies catered to Gen Z preferences is emphasized, as are the efficiency and sustainability benefits of digitized HR platforms. Gen Z pays attention to their adaptability in balancing work and social life. This links with how HRM must keep its work environment as supportive as it should be; therefore, employees will be more motivated to achieve organizational goals. Therefore, for the career development of Gen Z employees, organizations should focus on implementing flexible working arrangements (FWA) systems, encouraging employee participation, and fostering emotional engagement to create a work environment that aligns with the preferences and work characteristics of Gen Z. By understanding and catering to these unique needs, organizations can support the career growth and success of Gen Z employees in the workplace.

The research additionally highlights the significance of career resilience, social support systems, and HRM strategies in helping Gen Z achieve professional development and success in the workplace. Studies highlight the importance of leadership support and talent management in promoting employee happiness and organizational effectiveness. Gen Z employees consider HRM can provide practices that fulfill their necessities in having a positive working behavior, which will result in better career development and success. Combined, these results show how HRM's digital transformation is changing workplace dynamics and meeting Gen Z workers' particular requirements and preferences.

Learning is also a crucial part of Gen Z career development. It was found that Gen Z took notice of the fulfillment of their abilities and contributions to the organization due to their self-reliant attitude. Due to this, HRM must be aware that Gen Z employees will be self-efficacious about their career goals. Strong mentorships are advised to be present in building their career development programs through refined training development in the digital transformation context. Gen Z values more of how HRM could become their pillar in honing their skills through this digital era. It also drives Gen Z employees to be more competitive and keep up with various career development opportunities, resulting from how information is delivered and received easily today. However, research has yet to investigate whether Gen Z employees feel directly satisfied with their organizations' digital orientation. Gen Z, as a generation born and raised in the digital age, places a high value on continuous learning and skill development. They see HRM as a vital support system in their professional journey, especially amidst the rapid technological advancements. HRM has the potential to serve as a guiding force, providing resources, opportunities, and mentorship to help Gen Z navigate the complexities of the digital era. By leveraging digital tools and platforms, HRM can facilitate personalized learning experiences tailored to Gen Z individuals' unique preferences and career aspirations. This includes access to online training programs, virtual mentorship networks, and other digital resources to enhance their skills and competencies.

Further research is warranted to delve deeper into the dynamics of Gen Z's integration into the workforce and their alignment with HRM practices. Empirical

studies can provide invaluable insights into the specific working behaviors of Gen Z employees and how these intersect with HRM strategies. Additionally, conducting direct interviews or surveys targeting the Gen Z demographic can offer a more detailed understanding of their attitudes, preferences, and expectations in the workplace. Such research endeavors would contribute to a more comprehensive understanding of Gen Z's role in the evolving landscape of HRM and aid in developing tailored strategies to engage and retain this generation in the workforce effectively.

Moreover, it is advisable to segment further research based on different industries, such as food and beverages, the medical field, technology, et cetera. This approach can provide industry-specific insights into how Gen Z's characteristics and preferences interact with HRM practices, allowing for more targeted and actionable recommendations for organizations across various sectors. Geographically segmented areas are advantageous as well in order to see an in-depth gap between the career development needed for different countries with various Gen Z working behaviors because there might be a significant contrast based on how advanced digital transformation is in each country.

6. Conclusions

The study highlights the revolutionary impact of digitization on HRM, especially considering Gen Z's entry into the workforce. Digital technologies have changed several facets of HRM, such as hiring, managing talent, assessing performance, and staff development. This transition calls for a change to HRM practices that are more technologically advanced and efficient, like utilizing big data, internet platforms, and cloud solutions. Furthermore, the study emphasizes the role of digital transformation in shaping the career development of Gen Z, aided by digital technology, data analytics, and personalized learning in HRM practices, which is crucial for equipping Gen Z employees for success in the workplace. More empirical study is necessary as businesses attempt to manage these shifts, particularly in various industries, to develop customized HRM strategies that attract and retain Gen Z talent and guarantee long-term organizational success.

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