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# Exploring HRM Practices to Retain Generation-Z in Information Technology Sector: A Systematic Literature Review

Hasaranga Dilshan Jayathilake[1*] and Nursyamilah Annuar[2]

[1]*Department of Research and Postgraduate Studies, Faculty of Business and Information Science, UCSI University, Malaysia.*
[2]*Department of Human Resource, Faculty of Business Management, Universiti Teknologi MARA, Malaysia.*

**ABSTRACT**

*Deloitte consultancy firm has forecasted that the working world is expecting 75% of total world workforce could be generated from millennials and Generation-Z (Gen-Z) by 2025. Thus, a past researcher like Jacob Morgan has stated that Gen-Z individuals who were born after 1994 are quite different from the millennials who were born from 1975 to 1994. Therefore, a proper retention mechanism is needed in order to address the behaviours and expectations of the Gen-Z. The research question of how conventional Human Resources Management (HRM) practices should be amended as per the desires of the Gen-Z is very critical, therefore, the values or modifications should be added into the HRM practices such as power distribution, team constructing, job stress mitigation, performance management, and training and developments to increase the attractiveness for the Gen-Z people to work with satisfied manner. Besides, HRM practices would improve the productivity of the organization and increase the benefits to the employees and reduce employees' intention to leave the organization. Adopting an explanatory sequential research design under the basis of pragmatic world-view research approach to further evaluate the conceptual framework illustrated could compose the suitability to the real-world implementation process of the outcome in this paper.*

**Keywords:** Organization Behaviours, Industrial Psychology, HRM Practices, Generation-Z, Employee Retention

## 1. INTRODUCTION

Generally, retaining an employee is crucial for the future existence of an organization. Most of the higher management has sufficient awareness over the cost pools of employee turnover which is a combination of the cost associated on sourcing, recruiting, selecting, hiring, on-boarding, orienting, training, and laying-off and consequences that could be followed with higher employee turnover which has created a significant needs to keep an adequate level of employee retention ratio for the organization to ensure the competitiveness of the orgnaization (Balsam, *et al.,* 2007; Schermerhorn, *et al.,* 2008). Researchers have exhibited that healthy employee retention is favourable for securing the sustainable competitive advantage where organizations able to counter the threats arise from competitors using the experiences of employees and allow them to utilize resources in an efficient manner due to the loyal attitude of employees toward the organization (Bergdahl, 2018; Wickramasinghe, 2010; Morgan, 2014; Landy & Conte, 2016). In addition, Landy & Conte (2016) explained that based on the proven research findings over the time period, human resources management (HRM) practices have played a critical role to retain the employees within the organization where HRM practices are used to motivate and build powerful bond loyalty from the employees' perceptions toward the organization.

*Corresponding Author: hdj1414@gmail.com

However, in the present volatile, uncertain, complexity and ambiguity (VUCA) world, a gradual increase in the introduction of individuals from Generation-Z (Gen-Z) (born 1995 – 2010) into the workplace has started as old generations like baby boomers (born 1946 – 1964) and Generation-X (Gen-X) (born 1965 – 1974) workers are reaching their retirement age (Andrea, Gabriella, & Tímea, 2016). Interestingly Gen-Z society has introduced new trends like a rainbow (LGBT rights), me-too, legalizing cannabis, self-driving, and climate change (Debevec, Schewe, Madden, & Diamond, 2013). Therefore, retaining strategies of Gen-Z workers are quite different from the existing strategies and necessary to the future existence of the organization, unless there is no one to work for the organization near future (Morgan, 2014).

Dockel *et al.* (2006) expressed that high-tech or information communication technology (ICT) related business organizations could have more reliance on the workforce from the Gen-Z society than any other industry types because the industry itself is very young compared to other industries which are very established with centuries-old history, and high level of knowledge required to perform the operational level duties in the ICT industry compare to other industries. In order to meet the requirements, individuals from Gen-Z who have more sound knowledge and professional qualification on ICT compared to the rest of the generations in the job market must be recruited (Deloitte LLP, 2017; Andrea, Gabriella, & Tímea, 2016).

Subsequently, according to the past research works, due to the new attitudes of Gen-Z society that are shaped with the new trends of the VUCA world, current HRM practices that have been deployed to improve the job satisfaction of employees does not meet the fundamental demands of Gen-Z (Fatima, Shafique, MQadeer, & Ahmad, 2015; Gordon, 2017). This void has generated an obligation to find out what sort of modifications that could be possible to alternate the HRM practices to appeal to the Gen-Z interest that has been insisted as future works that could be carried out as suggestion in past researches (Jinadasa & Wickramasinghe, 2005; Lidija, Kiril, Iliev, & Shopova, 2017; Tulgan, 2013; Islam & Ahmed, 2014; Gordon, 2017).

This paper focuses on modifications or values that could be useful to fill-up this gap by providing a systematic review of the evidence that links between the retention of Gen-Z personals and HRM practices at ICT industry perspective, to answer the research question of what are the most suitable modifications that could improve the meaningfulness of HRM practices to enhance employee retention among the Gen-Z employees who are working in the ICT sector. Modifications or values can be outlined as the methods or procedures that could be introduced to alter the existing HRM practices that usually used irrespective to behaviours of Gen-Z (Dockel, Basson, & Coetzee, 2006; Jiří, 2016). However, this review aims to enhance HRM practices to manage Gen-Z literature in two ways. First, as it is vital for understanding a deeper insight into the behaviours of iGen could help to determine the most effective values those need to inculcate into suitable HRM practices in order to manage and motivate Gen-Z to perform well to improve the organization performance as well as reduce the intention to leave from their mind-set (Combs, Liu, Hall, & Ketchen, 2006). Secondly, illustrate the framework that could insist on the linkage between the HRM practices and retention of employee and discover mediator and moderators for the relationship between retention of Gen-Z and HRM practices.

The methodology in this paper illustrates the literature review approach and explained the sequences of the systematic review process. Section of results would be shown suggesting the modifications of the HRM practices according to the main categories of HRM practices based on the industrial/organizational (I/O) psychology (Conte & Landy, 2016). This could be encouraged in order to generate individuals to work in a satisfactory manner without leaving the ICT organization (Combs, Liu, Hall, & Ketchen, 2006). Incorporating the various findings from outcomes in a conceptual framework that emphasizes the relationship between the amendments of the HRM practices and retention of Gen-Z in the high tech field, in addition to that practical implications, limitations and suggestions for future research conduct will be shown in the discussion segment of the paper.

## 2. LITERATURE REVIEW

### 2.1 Employee Retention

Employee retention is the capacity to hold present workers from departing to seek other working opportunities. Retaining high performing, loyal and motivated employees are very significantly critical for the success and to secure the sustainable competitive advantage by avoiding the leaks of the trade secrets into the competitors' hand. On the other hand, having less retention will increase the operating cost of the organization due to the high-cost pools associated with HR, waste, lack of utilization and inefficiencies (Ambrosius, 2018; Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015; Ramlall, 2004; Jayathilake, 2019). Besides that, especially to generate new fresh ideas from employees in constant manner to impove the innovativeness and acctactiveness of the organization to the customer base for achieving the new height at the market (Cloutier *et al.,* 2015). According to Heneman, Judge and Kammeyer-Mueller (2012), retention not just limited to the operational level, but it will affect to create great freedom on decision making at the management level on strategic planning, setting up vision and mission as well as all organizational dynamics. Schermerhorn, Hunt, and Osborn (2008) and Hausknecht, Rodda, Howard (2009) stated that ensuring healthy retention ratio is not a sole achievement of HR the department since the process of retention, commence along with the solutions on how to intensify the employee's commitments towards the organization using work environment and the value within organizational design and strategy creation processes.

As cited in Jex and Britt (2008), retention and related topics came into the research paradigm in 1958 through the book published as "Organizations" by March and Simon in 1958. They have a well-established argument of the theory of organization equilibrium and explain how employee retention was directly associated with the workers' job satisfaction. Apart from that, opportunities that are available other than existing employment also considered as one key factor in having a different level of retention patens from one sector to another. In addition, external and personal factors also contributed to employee turnover (Porter & Steers, 1973). According to Prabhu and Drost (2017), Mobley's model has indicated employees who believed organizations' goals and values will be committed and sustain at the workplace for a long time.

Apart from that, Cotton and Tuttle (1986) had examined and interpreted 120 verity of variables that would have a potential effect on the employee turnover, which had been further scrutinized into three groups as external (power of unions, employments perception, unemployment rates), work-related (potential career development opportunities, salary, benefits, job performances) and personal (gender, material status, location, abilities, expectations) factors. Organization and its management have direct intervention over the work-related or organizational level factor controllability, and the same time, those interventions will have an indirect impact on the effect of the other two factors such as personal and external factors (Cotton & Tuttle, 1986). Regularly, organizations are updating their strategies and evaluation measurements with accordance to market preferences to increase the employees' job satisfaction in order to sustain the high employee retention (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). Therefore, a new understanding of how to convince Gen-Z and work-related mechanisms that should be implemented to mitigate the potential issues that could be irrupted with Gen-Z workforce (Scheuerlein, 2019).

### 2.2 Employee Job Satisfaction

Employees' job satisfaction is a significant indicator of workers' total performance and commitment level and their determination to continue with an organization (Wickramasinghe, 2010). Sandrick, Contacos-Sawyer, and Thomas (2014) explained that Maslow's hierarchy of needs theory hypothesized unsatisfied needs trigger behaviours to the predominant need. Employees' satisfaction directly influences their productivity level. Consequently, it affects the

organization's competitiveness (Islam & Ahmed, 2014). Since employees are not satisfied with what they should participate, their performance would be negative with low productivity level. That negativities eventually reach to their peers and subordinates and that could lead to overall negative work behaviours up to image within the whole workforce that was proven to have a significant correlation between workplace employee satisfaction, engagement, and empowerment (Tillott, Walsh, & Moxham, 2013; Khan, Khan, & Zakir, 2016). Thereupon, the role of a manager is very valuable to promote synergistically effects on the performance of the organization rather than individualistic ideologies will promote the competitive edge of the organization (Pandta, Deri, Galambos, & Galambos, 2015). Eastland and Clark (2015) emphasized that dynamic teams including multi-generational employees will create opportunities to understand differences among and generations and how to overcome those differences when working for the one common goal, amplify the bond among the group that will showcase to the other employees as an example of how to incorporate with all the generations for one common identity. Researchers proved that fair rewarding with linking on extrinsic (facilities, salaries, fringe benefits and job promotions) and intrinsic (training and development programs, recognition, professional and personal development, wellbeing of employees, work-life balance measures and responsibilities) basis as positive to expansion of satisfaction among the employee (Cerasoli, Nicklin, & Ford, 2014; Hofmans, De Gieter, & Pepermans, 2013; Chekwa, Chukwuanu, & Richardson, 2013).

## 2.3 Organization Performances

Organization performances and measurements levels could differ from one company to another. Furthermore, it would vary from one industry to another and can be defined in terms of the organization, how much-desired output delivered with optimizing the expenditure on inputs (Jinadasa & Wickramasinghe, 2005). In case of the employee retention, higher productivity leads to erasing the doubtfulness mind-set of employees regarding the organization future and competitiveness in the market, where they can sense that their future personal goals and commitments or the professional carrier succession would not be in uncertainty. Such an impression could lead to making sure the reduction on the intention to leave and at the same time increase the forces on the job responsibilities more than they used to have due to desires were fixed without having uncertainties, and able to achieve optimally (Sgroi, 2015). Employee commitment will depend on the performance of the organization (Sawithri, Nishanthi, & Amarasinghe, 2017). When it comes to the ICT sector organization profitability, budget variances, project delivery time, and degree of management support on bug fixing and other issues can be considered as key organizational performances that are looking from the employees' perspective (Victorian Government, 2018; Jinadasa & Wickramasinghe, 2005). Even though internal performances are good at organization, it does not indicate that the company is operating smoothly. When benchmarked with competitors in the market, in that sense, as a manager always need to compare the internal results with the competitors and need to be more curious on what is happening outside market to foresee the upcoming trends, to adjust the organization atmosphere, to tackle the future turbulences and to secure the stability of the company (Gberevbie, 2008; Holmes, Baghurst, & Chapman, 2013; ALDamoe, Yazam, & Ahmid, 2011). If an organization unable to deal with difficult circumstances that would be the main triggering point on the job security question (Ramlall, 2004). Since all these reflationary ideas create a significant influential impact through the performances of the organization to the retention of employees (Gberevbie, 2008; Tranfield, Denyer, & Smart, 2003).

## 2.4 HRM (Human Resource Management) Practices

Since HRM practices holistically cover the employees' benefit from their personal and professional aptitudes in the longer run, better HRM practices lead to the improvement of the employee retention within the current employments (Bergiel, Nguyen, Clenney, & Taylor, 2009). According to Storey (1992), HRM practices ensures that a company would be able to produce

success into the organization by achieving the targets and desire targets that were predetermined at the budgetary comites with reference to the mission of the organization. To grab the attention from the Gen-Z employees, what would be the key elements that should need to take care through the HRM practices to satisfy the employees with happy mind-set, offering HRM practices to enhance the flexibility, freedom of learning, some certain level of autonomy on decision making, teaching or advocatory opportunities within the organizational employees essential to retain its employees embedded nature into the organization (Kodithuwakku, Jusoh, & Chinna, 2018; Jayathilake, 2019; Conte & Landy, 2016). Moreover, Table shows a summary of HRM practices categories and corresponding references. Later, categories have described and consequently consider what different HRM practices have related to the HRM categories as a guide to the operationalization of research work and suggest what would be the relationship that been posed between HRM categories and retention of Gen-Z at ICT workplace.

**Table 1** Overview of HRM practices and references identified as per the systematic literature review

| HRM Practices | Reference |
|---|---|
| Power Distribution | (Conte & Landy, 2016) (Madden & Bailey, 2017) (Krüger, 1997) (Bunning, 2004) (Lee & Edmondson, 2017) (Podolny, Khurana, & Hill-Popper, 2005) (Maylett & Warner, 2014) (Ozkana & Solmaz, 2015). (McKnight, Phillips, & Hardgrave, 2009) (Kritika & Anand, 2014) (Abstein & Spieth, 2014) (Jayathilake, 2019) (Hassan & Adnan, 2016) |
| Team Constructing | (Morgan, 2014) (Seeck & Diehl, 2015) (Tulgan, 2013) (Jiří, 2016) (Andrea, Gabriella, & Tímea, 2016) (Sarangi & Shah, 2015) (Kazancoglu & Ozkan-Ozen, 2018) (Harris, 2016) (Salas, Nichols, & Driskell, 2007) (Robbins & Judge, 2012) (Hoch, 2014) (Ray & Singh, 2018) (Wilson, 2010) (Logical Design Solutions, 2016) (Jayathilake, 2019) |
| Job Stress Mitigation | (Raguseo, Gastaldi, & Neirotti, 2016) (Ouye, 2011) (Kazancoglu & Ozkan-Ozen, 2018) (Totterdell, 2005), (Sawithri, Nishanthi, & Amarasinghe, 2017) (Lucie & Anna-Maria, 2019) (Kain & Jex, 2010) (Sgroi, 2015) (Landy & Conte, 2016), (Kahn & Byosiere, 1992), (Yang, Che, & Spector, 2008), (Cooper, 2005), (Wickramasinghe V. , 2016) (Morgan, 2014) (Noblet & Rodwell, 2008) (Wickramasinghe & Jayabandu, 2007) (Butler, 2007) (May, 1998) (Siegel, Post, Fishman, & Garden, 2005) (Jayathilake, 2019) |
| Performance Management | (Sarangi & Shah, 2015) (Landy & Conte, 2016) (Vigoda-Gadot, 2007) (Goverment of Australia, 2017) (Gómez-Cedeño, Castán-Farrero, Guitart-Tarrés, & Matute-Vallejo, 2015) (Raguseo, Gastaldi, & Neirotti, 2016) (Deloitte LLP, 2017) (Hoch, 2014) (Ray & Singh, 2018) (Weyland, 2011) (Fatima, Shafique, MQadeer, & Ahmad, 2015) (Banks & May, 1999) (Colquitt & Zipay, 2014) (DeConinck & Johnson, 2009) (Smither & London, 2009) (Aguinis, 2009) (Jayathilake, 2019) |
| Training and Development | (Goldstein & Ford, 2002) (Fatima, Shafique, MQadeer, & Ahmad, 2015) (Landy & Conte, 2016) (Wayne, Shore, & Liden, 1997), (Noe, 2002) (Davis, 2015) (Weyland, 2011) (Sivathanu & Pillai, 2018) (Morgan, 2014) (Bergdahl, 2018) (Farrukh, Chong, Mansori, & Ramzani, 2017) (Anderson, 1994) (Jayathilake, 2019) |

### 2.4.1 Power Distribution

Variety of power structures have been practised in different forms of business and appears as the way of controlling with guidelines for the employees to characterized an event or an exchange relationship with management, to motivate employees to achieve objectives that have been placed as a responsibility (Conte & Landy, 2016). Power would be legitimately allowed to make the decision on people, cost, the procedure of working, and all the relevant controlling measurements to direct the organization, past literature on leadership and authority that do acknowledge power perceive as direct or explicit order or approval to conduct (Madden & Bailey, 2017). Omar (2016) has identified that under the engagement if the power has assigned equally, leadership would be apparent as a uniform type throughout the world.

**Autonomy:** Hassan & Adnan (2016) interpreted autonomy as the freedom and flexibility to allow individuals to perform independently with responsible manner under the job characteristics model, that allows balancing the work and personal life by formulating realistic objectives and prioritizations with effective self and time management. Subsequently, higher autonomy awarded would positively impact on the reduction of intention to leave though higher job satisfaction. Morgan (2014) described that Gen-Z would expect to have greater freedom than an

early generation. Freelancing is one of the main ways of employment in ICT sector where Gen-Z representation is very high on this form of job opportunities as it enables greater autonomy and control over basic questions of employee like where, what, when, how much and how to want to work while travelling or staying at home accordingly to the preferences (McKnight, Phillips, & Hardgrave, 2009; Kritika & Anand, 2014).

**Flatter Hierarchy:** Morgan (2014) emphasized that flattening an organization, nevertheless, is not just about adjusting an organizational hierarchy chart, it is tied in with empowering employees to produce and actively involving on decisions and connect with everyone throughout the organization. However, there are different types of flattening methods like a flatter, flat, organic, flatarchies, holacratic, and managerless to distribute and share the power which is scattered to the top management of an organization (Lee & Edmondson, 2017). According to Morgan (2014), Gen-Z group valued their flexibility and freedom as very important aspects that should need to be protected at the workplace. Since that, majority of the ICT sector organizations have redesigned their structures as per the flatter system where fostering flexibility, and unicorn ideas rather than efficiency (Krüger, 1997; Podolny, Khurana, & Hill-Popper, 2005).

**Decentralization or Democratic on decision making:** Keeping decision-making process exclusively limited to the top-level management would impact to have less belongingness on the rest of the employees to work towards to achieve that goal that set by the top tier people of the company (Andrea, Gabriella, & Tímea, 2016). Even though with respect to the past research findings, Gen-Z personals wanted to have an atmosphere where they wanted to implement and set their own targets and the choices that should be made by them to work rather than supervisor involvement on choosing the project that should be worked by Gen-Z individuals. Due to that, the impressive and democratic environment where supervisors or peers should give some recommendations or options with the pros and cons of those activities were opened. In addition, a facilitator is needed to provide proper, accurate and relevant requirements in a timely manner would create positive buss around Gen-Z people to have job satisfaction (Dick, 2019; Krüger, 1997).

### 2.4.2 Team Constructing

Harris (2016) compared the work setting 40 years ago with the present work setting and found that teamwork can be conceded as one of the key difference. Furthermore, it has been identified as a core concept to transform a work setting into attaining the goals of Industry 4.0 era (Kazancoglu & Ozkan-Ozen, 2018). Jiří (2016), Morgan (2014) and Randstad Holding (2018) reveal that due to the growing feminism cultural shift has encouraged Gen-Z personals to work as a team rather than being individual. Since it stimulates to share the responsibilities in line with complementary skills and knowhow and stick themselves jointly liable for achieving the predetermined objectives by executing a common approach that has been agreed by each of the team members (Sarangi & Shah, 2015). Andrea *et al.* (2016) estimated that team approach benefit organizations to improve its performance and reduce the operational and administration cost, and contribute employees to have a sense of dignity and self-attainment as a result of synergetic atmosphere.

**Globally distributed and Small project base:** Team can be formed employing internet as a way to connect the members of the team who are from different countries around the world which would bring diverse workforce with different perspectives, morals, values and approaches to work from the diverse cultural and ethical background which reform the behaviours of members of team to improve their innovativeness and effectiveness (Sarangi & Shah, 2015; Jiří, 2016). Morgan (2014) mentioned that "with this new normal", organization would be able to utilize its resources around the clock to retain its competitiveness in the market place and to keep attractiveness among the employees and potential employees about the contemporary working practices which would enable employees to choose the projects that they want to be a part of.

Notably, a recent review of the literature on Gen-Z from Chillakuri & Mahanandia (2018) and Tulgan (2013) have found that this practice is especially compatible when considering attitudes of the Gen-Z, unlike previous generations where they like to stick around with colleagues and communicate opinions with merits and demerits very direct manner. Since they are very comfortable to embrace different cultural, religious and ethnic values; organizations would benefit to have a global touch to create an exciting workplace to satisfy (Kazancoglu & Ozkan-Ozen, 2018).

**Operate as a smaller company:** According to Landy and Conte (2016), members of smaller teams are happier than members in large teams, however, society is less likely to work in smaller teams or organizations compare to large teams or organizations. Smaller teams create opportunities to make quick decisions, open-up for the new ideas and experiments, have greater agility and flexibility, impressive clarity in communication and collaboration, and higher viability of successors and contributors (Morgan, 2014). Since all those positivity's, organizations are splitting their operations into smaller and manageable units and incorporating different employees from different divisions to handle different specific job roles such as finance, marketing, etc. Those sort of small unities can be segregated under the product portfolios or the projects as per the organizations' product composition (Abstein & Spieth, 2014). That has enabled team members to learn and acquire managerial skills on controlling an organization and moulding interpersonal qualities to see the decision makings and related consequences in holistically (Salas, Nichols, & Driskell, 2007; Robbins & Judge, 2012).

**Cloud base work environment:** Inculcating technology, unite the work that performs from anywhere, anytime as a one output using internet base cloud system which can be accessed from any device without installing that into the device (Hoch, 2014). Ray & Singh (2018) and Morgan (2014) stated that by having a cloud system which generates certain advantages to the organization such as faster upgrading and deployment time helps eliminate waiting time due to the reinstalling or bugging the system physically. It facilitates to the greater flexibility that could help improve the operation of different technologies to create most suitable system that would leverage, improve the accessibility and adaptation where employees will be able to work freely rather than travelling to office work and reduce the cost from the organization side where it allows to eliminate or minimize the spending on data storage, hardware and equipment, maintenance of place, software, and security for data and location. Apart from that, especially for the employees, it facilitates to work in a collaborative manner on certain occasions like bug fixing, rework and identifying mistakes and that would increase job satisfaction and productivity of the organization (Logical Design Solutions, 2016; Wilson, 2010).

### 2.4.3 Job Stress Mitigation

Job stress has been characterized as a staff member's backlash due to the job-related worry, exhaustion, distress, frustration, distress, hardness, anxiety, and tension (Wickramasinghe, 2016). Cooper (2005) has admitted stress as a very critical job-related health issue which has a significant influence on all the activities relevant to a specific occupation. Further, in past literature has proved that reduction of the stress among the employees, kind of an HR practices that should be leveraged with the participation of all level of management in other sections of the organizations, otherwise, continued and sustained job stress would lead to intensifying the possibility of intention to leave from the organization (Landy & Conte, 2016; Kahn & Byosiere, 1992; Yang, Che, & Spector, 2008; Cooper, 2005; Wickramasinghe, 2016). Kain and Jex (2010) and Daniel Sgroi (2015) suggested employing the Karasek's job demand-control model that oversight on the reduction of the job pressure to improve job satisfaction to improve the work-life balance of workers to engage on occupation happily where 12% of the increase in employee productivity due to the workers' happiness. When it comes to Gen-Z workplace expectations and attitudes, they have a good awareness of the importance of keeping good mental health that would lead to balance the work-private-life environment (Lucie & Anna-Maria, 2019).

**Flexibility of work:** According to Morgan (2014), flexibility can be perceived from the 3 perspectives as working anytime, anywhere, and concentrate on output than the input that would encourage the employee to work on purpose other than aiming just on salary. Totterdell (2005) insisted that having a flexitime framework to start working, would open-up employees to balance their personal and work life by adjusting with family and organization commitments. Eventually, it is essential to have a monitoring system that would ensure proper reasonable interaction between employees and employers that could avoid social isolation when employing from home. To avoid isolation can be introduced by working from co-working spaces where people can interact with other same sort of a freelancing or virtual teleworkers from different organizations or the background that would increase the creativity and learning environment and from co-working holiday packages which would offer to employees to travel around the world and work that brings values such relaxation and entertainment into the job other than the monetary value that would give the boost on employees work better manner (Morgan, 2014; Raguseo, Gastaldi, & Neirotti, 2016; Ouye, 2011; Kazancoglu & Ozkan-Ozen, 2018; Wickramasinghe & Jayabandu, 2007).

**Workplace Social Support:** Landy & Conte (2016) described that supervisors or peers of workplace support are critical factors to the success of the employee which could develop the faith and loyalty toward the organization. If employees absorb that they have a backup from the workplace, that would open up the doors of freedom to make decisions and risk to deliver positive output towards the organization by enhancing the creative and innovative abilities of the employee (Sawithri, Nishanthi, & Amarasinghe, 2017). Therefore, excellent two-way communication is needed between supervisors, peers and employee to allow more support and enable social resources sharing approaches to perform well and encounter with setbacks and hush situations in steady posture (Yang, Che, & Spector, 2008).

**Lifestyle management:** When comes to stress, lifestyle management or work-life balance is a crucial aspect that should be taken into consideration to create stability of the employees' life and promote employees passion to perform and manage the responsibilities at work productively by having a win-win situation and simultaneously having freedom to enjoy the life leisurely by fulfilling the responsibilities that oblige to conduct outside the work as a socially responsible human being (Landy & Conte, 2016). There is a considerable amount of literature that confirmed, work-life balance can have significant ramifications on employees' job stress that ultimately affect the employee turnover ratio (Wickramasinghe & Jayabandu, 2007; May, 1998; Siegel, Post, Fishman, & Garden, 2005). According to Butler (2007), by providing shift or schedule working time options, gymnasium, catering food services at lunchtime and work with child or pet could have meaningful effect to improve the quality of the life at workplace and for the private life enrichment, could be offered loan with low-interest rates, educational help for the children of the employee, travelling options with family, and health insurance covers for whole family. Those activities organize the employees' life orderly that could pass the confidence to the employee that organization is helping to meet the objectives of the personal and professional life squadrons (Siegel, Post, Fishman, & Garden, 2005; Morgan, 2014).

### 2.4.4 Performance Management

Landy & Conte (2016) defined performance management as actions or behaviours of employees needed to manage in favour of the company and workers' development perspective. Past researchers identified the key difference between old appraisal technique and performance management as appraisal predominantly created by top management without consulting the workers' ideologies. However, performance management always developed evaluation criteria as a collaboration of ideas from the management team and people who report to them that has enabled a dialogue between employee and employer (Aguinis, 2009; Smither & London, 2009; Vigoda-Gadot, 2007). Thus, this move has distinctly increased the impression of justice and fairness regarding the fair treatment from organization to workers (Colquitt & Zipay, 2014).

DeConinck and Johnson (2009) had used distributive justice to prove performance management has an involvement to change the employees' perception of job satisfaction and employee retention ratios. According to Banks & May (1999) and Landy & Conte (2016), performance management can be segregated into three segments, defining the performance can be the first segment to scrutinize the measurement with regard to the organizations' strategies and objectives. The second segment conceded the process of the measurement measuring and the final or the third segment illustrated as the timeliness of communication of result from organization to employees. Since segments are addressed to improve the reliability of the measurement that could be very accurate and timeliness based on the individual employee basis to produce good productive employees to the organization (Weyland, 2011; Fatima, *et al.,* 2015).

**Ratings with Gamification:** As per the segments, the first is to have properly defined measurement system, and so forth, can be used as the rating system that could improvise the transparency and credibility of the evaluation or the appraisal process (Raguseo, Gastaldi, & Neirotti, 2016). Weyland (2011) explained that rating could improve the understandability and further clarify descriptively on why certain ratting marks are awarded based on employees' behaviours and the endeavours that toiled towards the organization. In the case of rating systems, it is more attractive and simple to understanding is the key success factors about having a rating system (Ray & Singh, 2018). In the 21st century, Deloitte LLP (2017) insisted that by inculcating gamification philosophies and technologies into the rating system create a great interactive atmosphere which motivates and determine to work to attain the badges or recognition among office colleagues by allowing very easily compare the results with everyone in the same performance management system. Other than that, gamification improvises the thrill, rewards and contest climate, fun, social recognition, and enjoyment into the workers' daily life at the workplace using cheerful synergies to compose the ordinary responsibilities more lively and fascinating manner to carry out (Sarangi & Shah, 2015).

**Prosperity Reward-based evaluation:** Morgan (2014) stated that "employees wanted to be employees for good guys", attempted to convenes the message that employees are not much keen on the pay-cheque that was received at the end of the month, they want to see how strong image on organization has when it comes to the sustainable environment protection business practices that were implemented to work towards the better future of the society at large and its employees' well-being. With respect to the Gen-Z attitudes that are significantly enriched and moulded with criticism of climate change and its effects, and poverty and discriminations based on the income could generate serious expectations from organizations to stand firmly opposing with actions to eradicate those raging dilemmas around them (Gómez-Cedeño, *et al.,* 2015; Morgan, 2014). Those actions create greater motivation to employees to be at the workplace as actions have stimulated the employees' to attain the self-actualization statues by being an employee for the organization which has quite positive externalities to the society (Hoch, 2014; Ray & Singh, 2018). In addition to that, it has preserved to deliver the esteem to an employee as a social acceptableness of the employment under the basis of social cooperate responsibility (Weyland, 2011; Government of Australia, 2017).

**Real-time feedback:** Time is a very important aspect that has been described as the third segment of the performance management process (Banks & May, 1999). According to Landy & Conte (2016), a few years back with the technology at that time, the business had been able to review employees annually or by annually and reserved a big amount of time allocation for this from higher management. However, with the advancement of technology and communication systems, the concurrent business paradigm has been able to improve its top management interaction with employees (Smither & London, 2009). Besides that, Kick *et al.* (2015) insisted that Gen-Z individuals are very spontaneous, iGen workforce could expect to have real-time results and reviews from the managers who managed them. There is a vast amount of literature that has suggested to implement the real-time method to interact as a purpose to generate the significant encouragement on the future performance of employees (Sarangi & Shah, 2015;

Vigoda-Gadot, 2007; Gómez-Cedeño, *et al.,* 2015). Real-time evaluations can be completed via internet with the help of gamification mechanism to provide the recognition, feedbacks, engagements and guidance in terms of positive or negative aspects in bi-directional communication flow by allowing to link with rewarding (Fatima, Shafique, MQadeer, & Ahmad, 2015).

### *2.4.5 Dynamic Training and Development Techniques*

Goldstein & Ford (2002) defined organization training as systematic attainment of skills, fundamentals or attitudes that influence to advance the performance of employees to secure the competitiveness of organization while encountering the market challengers. Since, training not just about the improving performance specifically limited to the job description of the employee, although it would pass the tacit knowledge to be more innovative and creative to realize new constructive changes into the market on behalf of the organization (Fatima, Shafique, MQadeer, & Ahmad, 2015). Accordingly, Landy & Conte (2016) stressed that learning is the foundation of the training which helps to transform human behaviours and capabilities without cultivating through experience and practice, learning outcomes can be segregated into three such as cognitive outcome which is theoretical knowledge like rule and regulations and principles, skilled-based outcome is the second result which described as technical knowledge like software coding ability, and third is the affective outcome which is characterized as social behavioural attitudes such as behaviours to cope-up with diversity workplace, and respect on the others' ideas.

Noe (2002) described the employee development as precise education, work experiences, communication abilities, and personal qualities and capabilities that evolve workers to strengthen into the future opportunities, challenges and jobs. Prolong, lack of career development and opportunities could have a major impact on employees dissatisfaction on the job that ultimately cost to employee turnover. Furthermore, it has a direct linkage to reduce job commitment and engagement that could be ended-up to produce less organization productivity (Davis, 2015). According to Landy & Conte (2016), most of the organizations do not have a proper and systematic plan for the carrier development area where the majority of the organizations believed that other HRM practices would automatically cover-up the requirement of the career development strategy for an organization. Therefore, having career succession system, improve the communication between higher management and the rest of the employees of the organization, encourage to have good partnerships with each and every employee, facilitate to have a hope in minds of employees regarding their future within the organization (Davis, 2015; Sivathanu & Pillai, 2018; Anderson, 1994; Jayathilake, 2019).

**Democratize learning:** Inserted of having structured learning method as process-centric or linear learning approach that employees have to attend a class which was conducted by company or outside company at certain place, currently replaced by deploying collaborative technologies that would be able to facilitate on teaching and learning what employees wanted to learn at anywhere and whenever requirements are stipulated (Morgan, 2014). Weyland (2011) stated that democratization of learning impacted as a win-win solution for the employees and employers perspectives, since it reduces the cost of training by reducing or eliminating the travelling and unwanted non-value additional cost pools, using the on-demand tutorials, webinars, online forums, FAQ portals, cloud teaching, and YouTube video tutorials enable to learn the same thing as classroom. These technologies enable the repetition of the context until understand, 24x7 accessibility on the materials without any limitation and availability of live video and audio assistance for the further clarifications that encourage the workers' motivation to work due to the good confidence on having understood on the work supposed to be executed. Sivathanu & Pillai (2018) stated that democratize learning has encouraged employees to turn into teacher and student role to play as per the requirement using collaborative technologies.

**Reverse Mentoring:** Every manager or decision-makers of an organization did not fully aware of all the technical knowledge and new behavioural trends of the society where organization is operating, especially topics on technology, social media, young peoples' thinking patterns and desires are very much untouched territories for the high management, however, those knowledge is vital to assist them to be more realistic and smart (Bergdahl, 2018). According to Morgan (2014), reverse mentoring programs are interpreted as where employees who understand new behaviours and technologies that are relevant for the task are mentoring executives, managers, and key decision-makers of the organization who are not much knowledgeable on those things that are shaping the future of the organization. Interestingly most of the world-renowned technological ICT base companies are implementing this. Since this method drastically enrich the satisfaction of the mentors that they receive the reputation and recognition from older experienced colleagues, and simultaneously, managers sense the confidence to work with young people as they know to confront the future challenges from the market (Randstad Holding, 2018).

**Become an intrapreneur** According to Randstad Holding (2018), Gen-Z individuals are willing to take risks compare to other generations in the workplace. Therefore, intrapreneurial is an appealing concept that can help retain iGen in the workplace (Farrukh, Chong, Mansori, & Ramzani, 2017). Intrapreneurship is the concept adopted to create employees to work as an entrepreneur while employing within the existing organizations' demarcations. This concept allows workers inside the company to come and implement their ideas, materialize, altogether that enhance the level of innovativeness and creativeness of the organization to sustain its competitiveness in the market by having the first-mover advantage (Morgan, 2014). As an organization need to remove all the obstacles placed that prevent the propose of ideas into the floor to execute and at the same time need to have proper and fair mechanism to accept the failures due to the ideas came up rather than penalizing the worker who came up with that failed ideas (Landy & Conte, 2016) (Morgan, 2014).

## 3. METHODOLOGY

The main consideration of this research paper is to derive the practical framework through the literature review of published scholarly works that would address the research question as mentioned in the introductory section in this paper. Therefore, to identify research gap though the literature and to construct an integrated conceptual framework that includes the relationship between all possible HRM practices that preferred by Gen-Z society and leaving intentions among employees of the ICT industry. Consequently, the 6 steps systematic literature review method was used as shown in
Figure **1** (Durach, Kembro, & Wieland, 2017) which breaks down top to bottom of all the applicable articles under this heading and have the capacity to recognize other undetermined conceptions (Bos-Nehles & Renkema, 2017). Furthermore, systematically assessing a literature tributary upgrades the quality of the review procedure and results by conveying a straightforward and reproducible technique (Tranfield, *et al.,* 2003; Hodgkinson, *et al.,* 2001) and by consolidating an exhaustive and nonpartisan investigation for distinguishing and assessing a broad measure of literature (Mulrow, 1994). An inductive research approach was utilized to evaluate the content of the selected specimen articles.
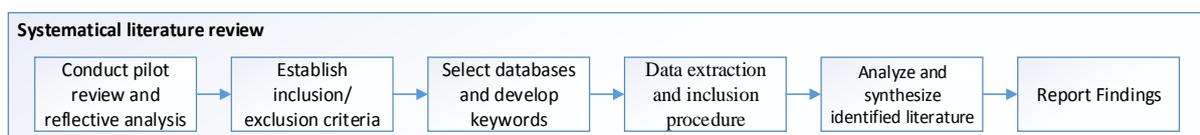


**Figure 1.** 6 steps systematic literature review method.

**3.1 Data Extraction and Inclusion Procedure from the Databases and Search Engine**

The method of extraction of data into research has been carried out using the 4 step method constructed in
Figure **2** with the basis of guideline used in the systematic literature review (Bos-Nehles & Renkema, 2017). The initial step is to perform a web-based search on document titles and cross-checking to avoid the duplication error. Following this, abstracts were analysed along with the inclusion criteria. On the off chance that document still seemed important, the approach and discussion chapters were studied and recapped to find-out any relationship between Gen-Z desired HR practices and intention to leave. An open coding technique was implemented prompting an inductive content investigation.
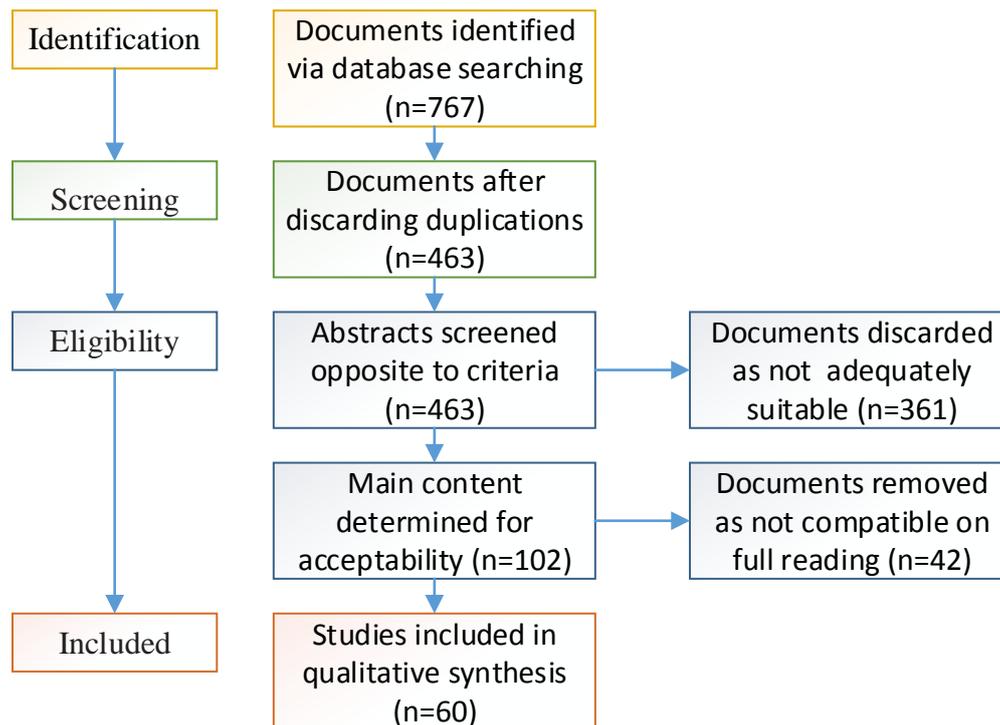


**Figure 2.** Prisma flow chart visualizing the article selection process.

This review uncovered an absence of critical literature on retention of Gen-Z with a satisfying manner as the win-win situation (Table ). Twelve publications primarily composed to address this specific research gap were distinguished concentrating on Gen-Z retention on different industries but not only on the ICT industry as sample (Kodithuwakku, *et al.,* 2018; Morgan, 2014; Jayathilake, 2019; Bergdahl, 2018; Fatima, *et al.,* 2015; Landy & Conte, 2016; Sivathanu & Pillai, 2018; McKnight, *et al.,* 2009; Dockel, *et al.,* 2006; Jinadasa & Wickramasinghe, 2005; Lucie & Anna-Maria, 2019; Hodgkinson, *et al.,* 2001). These publications have investigated the difficulties that trigged for retaining Gen-Z in different types of business environments. Most of the cases advocate common modification themes such as flexibility, salaries, and supervisors' intervention on employees work profile.

**Table 2** Methods applied in scientific journals

| Method | HRM Practice, retention in multi-generational structure | Generation-Z retention at ICT workplace [a] |
|---|---|---|
| Model/simulation | 7 | 2 |
| Literature review | 4 | 3 |
| Survey | 5 | 0 |
| Interview study | 5 | 1 |
| Conceptual Framework | 5 | 2 |
| Case Study | 5 | 1 |
| Mixed-method (qualitative + quantitative) | 3 | 0 |
| New Ideas (Book) | 14 | 3 |
| Total | 48 | 12 |
| Notes: [a] Every one of the 60 publications address the HR practices, of these, twelve additionally concerned on employee retention of Gen-Zs' perspective other than HRM practices. | | |

## 4. RESULTS AND DISCUSSION

### 4.1 Theoretical implications

Based on the HRM practices categorization based on the I/O psychology from Landy & Conte (2016), this systematic review has been conducted through guidance used by Bos-Nehles & Renkema (2017) and Kembro *et al.* (2018). Here, this research has revealed that the most suitable modifications that could be inculcated into restructuring the HRM practices in order to achieve good retention among Gen-Z employees. Landy & Conte (2016) and Morgan (2014) confirmed that the selected HRM practices are relevant to strengthen organizations' performance and employees' job satisfaction directly. Employees' job satisfaction is generally contemplated as a critical factor when it comes to retention of employee (Tillott, *et al.,* 2013; Hassan & Adnan, 2016; Khan, *et al.,* 2016; Cerasoli, *et al.,* 2014; Hofmans, *et al.,* 2013; Chekwa, *et al.,* 2013). In addition to that, Jinadasa & Wickramasinghe (2005) has pointed out a moderate or indirect effect from the organizations' performance to employee retention. Based on the past literature, result of this research has established the mediatory linkage through employees' job satisfaction between HRM practices and employee retention and further identified the connection between HRM practices and employee retention through the moderate manner on originations' performance. The built-up of the conceptual framework has been presented in

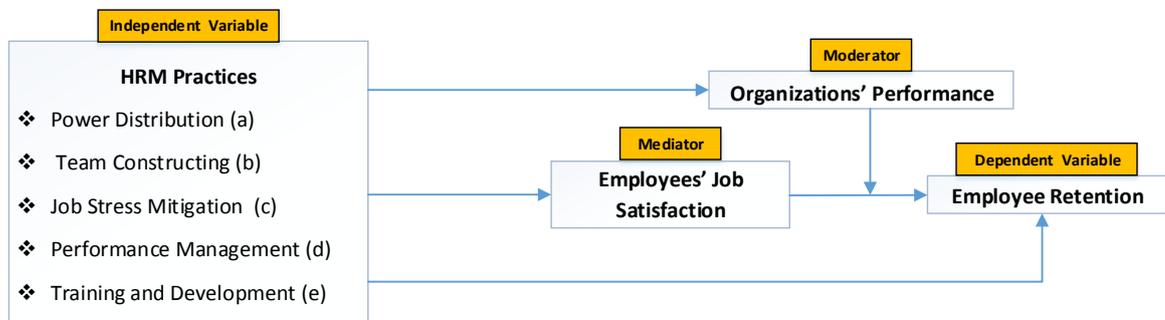Figure *3* and illustrate the connectivity and position of each variable in the framework.



**Figure 3.** Conceptual framework.

## 4.2 Practical implications

Prior to the modification of HRM practices as per the identified new values that would influence to improve the retention of the employees in ICT organization, as an organization need to carry out the cost and benefit analysis to figure out what modification can have the greater optimal effect compare to the rest and same time need to check what would be the capabilities of the organization in terms of financial, operational, and legal to success the implementation smoothly and effectively to deliver the outcomes as per the expectations (Sandrick, Sawyer, & Thomas, 2014). Since some of the modifications such as introducing new reward systems based on the gamification could be costly for the small companies or maybe for the government organizations it would be legally a bit harder to implement such a practices in-terms of carrier progress due to the constitutional barriers (Bhattacharyya, Jena, & Pradhan, 2018). However, offering co-working spaces rental payment or working tour packages offerings could demotivate the other employees who would not like such a moves apart from the Gen-Z workers who have too much responsibilities apart from the workplace (Bhattacharyya, *et al.,* 2018; Sarangi & Shah, 2015). Even though most of the modification could have cost elements for the modification like autonomy or reverse mentoring could have least cost incurring solutions those would be able to implement irrespective to the size of the company and that could give more motivations into the new people and even allow other generational workers to enjoy the autonomy that has facilitated to perform their work portfolios same as Gen-Z and open up opportunities to interact more with new generational employees and learn and share their thoughts and experience with everyone in organization (McKnight, *et al.,* 2009; Bergdahl, 2018). Autonomy and reverse monitoring could be some of the best practices that could be optimally and economically sound modifications for all sort of the ICT related business models to implement to boost the innovativeness of the employees that would enhance the job satisfaction and eventually help retain employees of Gen-Z (Kritika & Anand, 2014; Bos-Nehles & Renkema, 2017).

## 5. CONCLUSION

Since this research has been conducted predominantly based on secondary data rather than primary finding, the output of the research (conceptual framework) is not validated based on primary data types such qualitative or quantitative or mixed based data. Therefore, the credibility of the output is questionable and might have irregularities with the real-world practices, hence, to diminish the effect as such, the selected articles, reports or books were syntheses backed from the result of primary research, but still, those documents have used different samples from different demographics characteristics based on the different locations. Since such a background still the reliability of outcome might have some misrepresentations for those that do not go along with the attitudes and expectations of the Gen-Z society. Thus, it is important to conduct a test by positioning with the real-world data to check the conformity of the conceptual framework that has been developed and presented based on the literature review. At the same time, could have a possibility to improve the confirmation of the concept that has been presented by adding more literature that has been more specifically relevant to this research objective.

However, the main consideration in this paper is to identify new value propositions based on the desires of the Gen-Z that were identified through the past literature therefore, there is a room to find out what could be the actual desires of the Gen-Z by conducting a further research to identify the desires of the IT undergraduates who would be the potential employees for the IT industry that may explain the views and options of the Gen-Z individuals are really keen to have when they are going to assume the responsibilities in industry. Moreover, it would help to conduct further analysis based on this conceptual framework to identify the what would be the drawbacks and technical irrelevancy to the practice of the values that were identified here (Hassan & Adnan, 2016).

Furthermore, another emphasis is given on the organization performance as a moderator between job satisfaction and job retention among the Gen-Z individuals (Huang, Iun, Liu, & Gong, 2010). Since it has taken as moderator, the influence did not count as a direct impact on retention behaviour of the Gen-Z society (Huang, Iun, Liu, & Gong, 2010). Therefore, according to Sawithri, *et al.*, (2017) insisted that there is a possible opportunity to further research by considering organization performance as mediator between HRM practices and retention that would open up to search according to the size and the reputations and many other classification base future researches to interpret how much important the organizational characteristics, offerings towards the employees based on the performances of the organization may have altered the employees' intention to leave from the organization (Sgroi, 2015; Vigoda-Gadot, 2007; Aguinis, 2009; Tranfield, *et al.,* 2003).

Finally, contemporary reviews of the new value propositions of HRM practices have shown the array of new values that can be encompassed into the HRM practices. In addition, that reviews suggested new HRM practices more than what evaluated and presented in this research (Kodithuwakku, *et al.,* 2018; Conte & Landy, 2016; Dockel, *et al.,* 2006; Paré, *et al.,* 2001). Therefore, by replacing with those new HRM practice and value propositions into the model that has been identified here could be able to find the how those particular HRM practices would be influential on retention among the Gen-Z workers at IT workplace. Because of all those findings are ultimately very much important for securing organizations future competitiveness by having a well-motivated workforce who worked with a wish for the success of the organization rather than searching to move some other company to earn in monetary terms and other benefits that enhance the social life.

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