

Gen Z: Catalysts of Change in multigenerational workplace through ESG, Innovation & Technology

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Abstract

The arrival of Generation Z (born 1997–2012) has transmuted the existing permutation and combination of the contemporary workplace. They are discarding the concept of orthodox organizational models as their thought process has been heavily influenced by diversity, inclusivity and technological immersion. Primarily they are sharing the workplace with Gen X and Gen Y. On expected line the presence of multi generations brings opportunities and threats which is based on variances in values, behaviours and identity orientations. This acts as a disruption. However, Gen Z act as a catalyst agent by guiding organisations to an ecosystem which completely formed on the foundation of sustainable, innovative and technology-driven ecosystem.

This paper explores how Gen Z plays a vital role in organisational transformation through the ecosystem where **ESG (Environmental, Social and Governance)**, **Innovation** and **Technology** have been completely integrated. Gen Z prefer a workplace where the principles of “*Social Identity Theory*” and “*Job Embeddedness Theory*” are seamlessly interwoven. This generation’s high degree of inclination towards diversity, equity and inclusion (DEI) also tests the relevance of age-old traditional hierarchies, forcing the organizations to accept and implement the transparent and participatory cultures.

Gen Z’s candid views, critical thinking and imaginative approach towards problem-solving encourage innovations which is a unique attribute for the modern organisation. Their natural ability and instinct empower them to question the conventional practices and experiment with innovative concepts that propels the organisations towards systematic micro and macro level improvements.

The third and most significant dimensions of the Gen Z is their natural ability to develop and handle the technologies which keep on changing constantly. Emerging technologies like artificial intelligence (AI), blockchain, the Internet of Things (IoT), biotechnology etc. Nanotechnology, Advanced Robotics etc. are redefining the communication, alliance and efficiency standards. Their natural ability with technology and digital tools equips them to create a sustainable tech driven eco system that is very conducive towards the sustainability.

Collectively, these forces: ESG augmentation, pioneering innovation and technological fluency place Gen Z at a position of “*architects of change*”. Their substantial presence in the workforce indicates a paradigm shift toward inclusive, sustainable and innovation-led organizational models.

Keywords: Generation Z, Gen Z, Multigenerational Workforce, ESG, Innovation, Digital Transformation

1 Introduction

The current workplace is at a crossroad and experiencing a complete changeover because of the presence and collaboration between multiple generations. For the first time in history, several generations with diverse cohorts - Generation X, Generation Y and Generation Z are operating in a complex web of work environment which has arisen out of their coexistence. Each cohort brings distinct characteristics and traits which influence their value and belief system. This convergence and diversity have influenced and inflamed the working culture resulting in a multi-dimension workplace laced with conflict. Leadership must be well equipped mentally and skill wise to manage this divergence. If it can be done successfully, these complexities will fuel the creativity and innovation through technology to bring the desired result. Otherwise, clash of values, principles and working styles can lead to multi-layered conflict with a profound impact.

Among the generations present in the contemporary workplace, Generation Z (born between 1997 and 2012) clearly stands out as a disruptive and a distinct force which lays a robust foundation of change which comprises of inclusiveness, open mildness, innovation and socially & environmentally consciousness. They prefer careers which encourage meaningful work culture, clearly defined growth path and flexible working environment. Technology is the second nature to them and they traverse the technological changes with a lot of ease. Also, they expect the reflection of their values and ethics with the policy of organisation they work with.

The entry of Gen Z in the modern workplace is more than a change. It’s a paradigm shift of the existing thought process and belief system. Their unshakable belief on the diversity, equity and inclusiveness and comfortableness with emerging technologies are restructuring the modus operandi of the modern enterprises. Gen Z is not only adjusting to the changing environment, rather they are driving the change from the forefront.

This paper explores how Generation Z acts as a catalyst of transformation in multigenerational workplace by negotiating the conflicts through interconnected dimensions: ESG (Environmental, Social and Governance) consciousness, innovation and technology. It scrutinises how their digital proficiencies, innovative approach towards solving problems and ethical orientation are collectively influencing the leadership, organisation philosophy and policy. With an emphatical approach, the strength of Gen Z can be understood. By understanding them, we can decode their behavioural traits which can help to explore their potential, abilities to build inclusive, sustainable and future-ready workplaces that bridge generational gap and mitigate the conflict in a rapidly evolving global landscape.

2 Literature Review

2.1 Understanding Gen Z in workplace

Sl. No.	Authors	Year	Contribution
1	Acheampong	2021	Gen Z's natural ability for digital adoption, economic upheaval and communal consciousness characterize their work culture. They prefer meaningful, flexible and inclusive working environment, evaluating prospective career progression and well-being rather than financial benefits. Their career selections is an equilibrium between financial security with purpose driven career and ethical alignment.
2	Barhate & Dirani	2022	Gen Z may prefer to work solo in organisations but may crave for being part of a Team for professional growth.
3	Indroputri & Regi	2024	Gen Z considers HRM as a strategic partner for navigating their careers amid rapid technological transformation. By engaging digital tools and platforms, HRM can offer persona-based learning, mentorship and prospect for skill enhancement, enabling this generation to acclimatize, grow and thrive in this digital age.
4	Dhavan, Trisha	2025	Gen Z leaders are seen to value the following traits extensively: promoting inclusivity, thinking sustainability, emotional intelligence and comfortability to technological changes.
5	Muchtar	2025	Gen Z considers flexible working environment not purely as a benefit but an integral part of employment. For this generation, the option to decide time and setting precisely associates with their sense of autonomy and mental state. Equally central to their engagement are mental health support, inclusive organizational cultures and purpose-driven work that goes beyond monetary rewards. They prefer employers who exhibit legitimacy, social responsibility and offer a clearly defined path for personal progression and professional advancement, integrating career objectives with broader societal values.
6	Tathavadekar & Mahankale	2025	Conventional HRM versions which principally emphasize pre-defined procedures, compliance and highly regulated systems, have become considerably inadequate in addressing the emotional quotient of Gen Z employees. This cohort displays clearly outlined work orientations characterized by a high degree of inclination for valued based employment, pursuance of upward learning curve, prospects and exposure to multi option career corridors. Besides, this group also demonstrates a pronounced expectation for a very highly superior technological environmental workplace, interweaving digital technology and innovation which is critical to organizational effectiveness.

2.2 Intergenerational Conflicts in Organisations

Sl. No.	Authors	Year	Contribution
1	Gabrielova & Buchko	2021	Job security and autonomy ranks higher in order, for Gen Z, while Millennials are inclined to take more risk and value alliance and in-person social collaboration. Although Millennial managers and Generation Z subordinates may share similar leadership preferences, Millennials often struggle with emotional intelligence and soft skills needed for effective leadership.
2	Barhate & Dirani	2022	Shared leadership in multigenerational teams encourages cooperative conflict management, discourages competitive and avoidant approaches and leads to better team performance and satisfaction.
3	Guptill et al	2023	Respondents noted experiencing generational communication conflicts occurring about once a week. The survey was done over 35,658 respondents.
4	Szlenk-Czyczerska, E.	2025	Five key concerns identified are: generational gaps between peers and leaders, nomadism versus settling, conflicting work methods causing inaction ("flat paradox"), differing nursing values and ideals and generation gaps with younger staff. Though the survey was around nurses, it was critical from organisational study point of view.
5	Titin et al	2025	Multigenerational workplace conflict arises from differing values, expectations and communication styles among generations. Effective HR strategies require inclusive, adaptive leadership that promotes dialogue and fairness. Leaders applying situational, conflict management, social exchange and diversity theories can reduce conflicts and strengthen team synergy.
6	Baki & Yusri	2025	Millennials view automation and AI as tools for autonomy and efficiency, while Gen X may feel less empowered and sidelined by rapid technological change.
7	Waight & Waight	2025	The core idea of Intergenerational Learning (IL) which is a fairly newer study is fostering relationships between people of different generations to preserve, develop and exchange both explicit and tacit knowledge and experiences through mutual interaction.

2.3 Strategies for Bridging Generational Gaps

Sl. No.	Authors	Year	Contribution
1	Kohli & Granitz	2021	Diversity and inclusiveness are the major traits of Gen Z. To improve their retention, organizations and leaders should implement the policy of diversity intensive recruitment and truly make and implement non-discrimination policies, impart training on DEI - diversity, equity and inclusiveness. Promoting an inclusive and culturally diverse work environment augments the effectiveness of this generations.
2	Appelbaum et al	2022	Recognizing generational conflicts enables organizations to address them through mentorship and adaptive HR practices, fostering diversity and improving talent attraction and retention.
3	Pandita et al	2023	The research expounds how Gen Z's distinctive abilities can influence the upward movement of organization's learning curve and constant continuation in today's dynamic setting. It accentuates the various element of contrasting knowledge and experience of generations, which necessitate complementary policies to successfully engage and integrate Gen Z employees.
4	Sharma & Abraham	2024	Organizations need to adopt personalized, technology-enabled and sustainability-focused HR strategies to effectively engage, retain and empower Gen Z employees.
5	Singh et al	2024	Fostering workplace intimacy is crucial for effective conflict resolution, especially for Gen Z employees
6	Aswani & Otiende	2025	By accepting Gen Z's distinctive communication style, organizations can reinforce intergenerational collaboration, enhance adaptableness and foster a pioneering and inclusive culture that meets modern workforce requirements.
7	Baki & Yusri	2025	Leaders should design strategies that bridge generational gaps in technology use and teamwork by fostering flexible, learning-oriented cultures. Encouraging mentorship, where younger staff share digital skills and senior employees offer institutional insights; this helps prevent alienation and builds a cohesive, adaptable digital workforce. There is no escape from digitisation and hence this is very critical.

3 Defining Generations

A generation can be defined as a group of population who born in a certain period who are influenced by a collective and common set of views, perception, behaviours, beliefs, ideals, epitomes and historical events that construe their thought process.

There are a logic and pattern of recognising the cohort group of this length on five major criteria:

- i) A generation belong to a certain time spell, share the same age group and geography.
- ii) There is a distinct similarity of character traits, value and belief system among them.
- iii) Certain historically significant events have considerable impact on the society and hence influence them directly or indirectly.
- iv) They bring significant wave of changes which induce certain actions of the earlier generations to remodel their modus operandi.
- v) Every generation is signaled by an exclusive set of ideals, characteristics and abilities.

Evolution of Generations

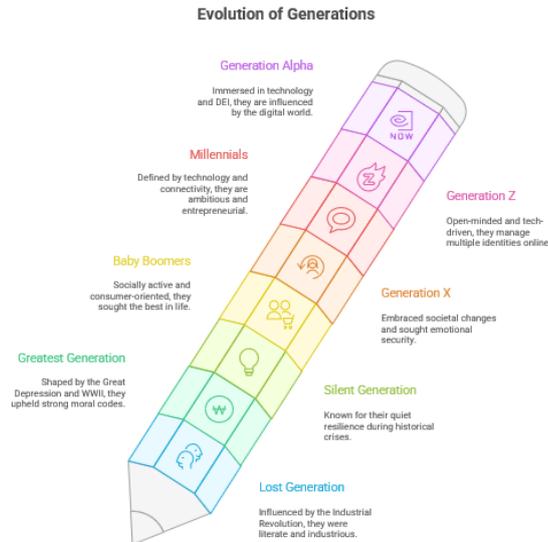


Fig 1: Different generations in workplace: Source: Authors basis literature review

The study of generations was not started long ago. Various types of generations can be categories as -

Lost Generation [1883- 1900]: This generation’s thought process was reoriented by Industrial Revolution. They were more literate, first generation to be influenced by mass media, industrious but retained strict conventional social values. They paved the way for the modern society.

Greatest Generation [1901- 1927]: This segment is also denoted to as the "World War II Generation" and the "G.I. Generation" and sometimes referred to as the Interbellum Generation. The great depression and the world war – II had a very profound impact on them. They sustained great hardship but retained a very high degree of moral code.

Silent Generation [1928- 1945]: The most pertinent reason for naming them as silent generation was that they worked very hard and mostly kept quiet and did not voice their opinion. They went through the worst phases in the history of mankind. A lot of geopolitical & historic events like – the great depression, World War II, the rise of communism, Cold war, civil right movement, McCarthyism etc shaped their thought process and value system.

Baby Boomers [1946- 1964]: The sudden spur of birth rate gave this generation their name. They were social-cause oriented, free spirited and possessed an individualism. This was the generation which settled for nothing but the best as far as consumerism is concerned.

Generation X [1965- 1980]: The term X prompted by the fact that this generation resisted being defined. They embarrassed the changing dynamics of the society & world with a lot of ease. This generation’s quest for emotional security and independence stood out.

Generation Y [1981- 1996]: They were also known as Millennials and are defined by their connectivity to people and adoption to technology. This generation successfully encountered the exponential growth in the technological explosion and societal changes. They can be defined as ambitious, entrepreneurial and open to change.

Generation Z [1997- 2012]: Generation Z, colloquially shortened to Gen Z and also known as Post-Millennials, Zoomers, Centennials Generation C, iGenor. Gen Zs are believed to be the most openminded and non-conforming. Their openness also appears in areas like gender fluidity (Seemiller & Grace, 2019). Gen Zs grew up with a technology driven lifestyle. Native from the internet era, Gen Zs are mostly managing multiple identities, with one “real life” identity and several online ones (Seemiller & Grace, 2019). Emotionally they live in a virtual world and because of availability of information the world is flat for them or like a global village.

Generation Alpha [2013- 2025]: They are the first generation born entirely in the 21st century. This generation is characterized by its immersion in technology, acceptance of DEI – Diversity, Equity & Inclusion and the influence of the digital world.

4 Multigenerational Workforce & the Resulting Conflict

The growing demographic complexities and increasing life span due to advancements of medical technology, enhanced lifestyle, improved economic condition of the global workforce presents organizations with an unprecedented scenario: four to five distinct generations now coexist & cohabit and collaborate within the same workplace. The ever-increasing assortment of the workforce has resulted in the advent of the multigenerational workers from varied background, culture, race and age which resulted in a workplace which is plugged with conflicts. The foremost challenges of the multigenerational workforce arise out of two distinct factors - intrinsic and extrinsic motivator preferences and contrast characteristics. While this has resulted in several benefits e.g.; diversity of perspectives and experiences, it can also pose certain challenges, markedly in terms of intergenerational collaboration. The present workplace majorly consists of four generations – Baby boomers, Gen X, Gen Y & Gen Z. It’s completely a multigenerational workplace which requires intergenerational collaboration for success of an organisation. As intergenerational collaboration brings varied expertise, intellectual capacity and perspectives, it bridges the thoughts of work force with insights into past, present and future generations. This brings newfound dimensions to decision-making processes and fosters creativity and innovation by promoting the exchange of visions, practices and wisdom. By collaborating, different generations understand each other's perspectives which can develop a greater sense of empathy and it brings a more cohesive work eco system that benefits the organisation as well as the individuals.

However, there is a high degree of possibilities that it may lead towards a critical level of multigenerational conflict.

With each generation having distinctly defined but completely contrast characteristics conflict can arise when they work together. Conflicts may be categories as –

A. Behaviour-based Conflict

“Behaviour-based conflict arises when the other’s behaviour due to generational differences conflicts with one’s own” (Urlick *et al.*, 2016).

B. Value-based Conflict

“Value-based conflict arises when the perception of each generation engenders different values” (Cennamo & Gardner, 2008; Smola & Sutton, 2002; Twenge *et al.*, 2010 as cited in Urlick *et al.*, 2016).

C. Identity-based Conflict

“Identity-based conflict arises when differences exist between the ways one generation sees their own identities and the identities of other generations” (Urlick *et al.*, 2016).

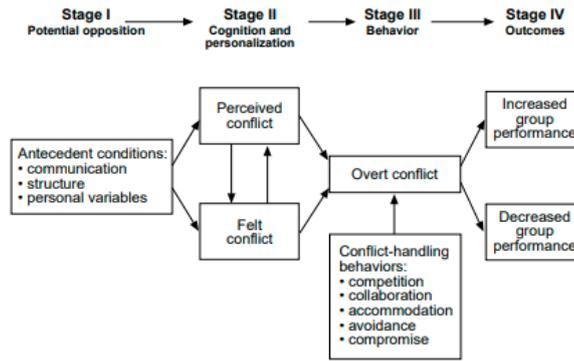


Fig 2: Stages of Conflict incident: Source: “The self-directed Team a conflict resolution analysis”, *Team Performance Management*, 5(2), 60-60 by S Appelbaum, C Abdallah and B Shapiro (1999)

A conflict arises out of an episode or series of incidents activated by two or more numbers of individuals from or between group(s). This evolution takes place in four different but interrelated stages –

- i) Probable disagreement - A conflict incident is always omnipresent that fuels the conflict to occur.
- ii) Perception and personalization -A conflict issue can be professed and/or sensed by group members.
- iii) Behaviour indicator - Display of emotion without any concealment by an individual or some or all of the group members is the starting point for conflict. However, there might not be uniformity of their explicit expression or reaction.
- iv) Outcome of conflict. - More often the consequence and impact of the conflict is disparaging. However, in some cases conflicts can have benefits. It all depends upon the perception and understanding of the events or incidents

As generations value system, behavioural aspects and identity differs, conflict will be the constant factor which cannot be nullified. However, it will bring a very welcoming disruption which can bring a much-required transformation. In the whole transition Generation Z will be act as a catalyst.

Significant & Unique character traits of Gen Z at the workplace -

Gen Z in the workplace redefine the traditional approach towards the work. They have unique traits, which classify their characters.

- Technology oriented mindset: Acquittance in technology and short attention influence the Gen Z to prefer AI-driven tools, automation and instant messaging. Heavy reliance on technology curtails the thinking process and curb the innovation.
- Diversity Equity & Inclusion: Gen Z is much more inclusive and open minded than previous generations which may bring conflict with traditional workplace hierarchies.
- Seeks instantaneous gratification: Gen Z employees desires for immediate validation and may not have endurance and preservation for long term objectives.
- Work-life integration: Instead of work life balance, Gen Z prefers work life integration which requires flexible work schedules, mental health support and purpose-driven careers.
- Prefers meaningful work over stability: Gen Z focus on career growth over job security.
- Short attention span: A major drawback of Gen Z is the of very short attention span which leads to frequent and undesirable job switch.
- Un-Adaptiveness of resilience: Due to the uncertainty eco system in the workplace, some Gen Z employees may exhibit lower levels of resilience and purpose in the face of adversity.

5 Why Gen Z can be a Catalyst?

The changing equation of global demographic composition has influenced the structure of the workforce which is undergoing a significant transformation and this resulted in the rise of Generation Z who are taking centre stage. They are challenging almost all existing norms which has already shaken the other generations long established thought process.

With an estimated number at 27% of the global population, the sheer size of the Gen Z automatically ensure the increasing presence of Gen Z in the workforce. It will not be prudent and wise on the part of the organisation as their numerical strength has positioned them as a significant player. By end of 2025, Gen Zers will make up more than one-third of the global workforce.

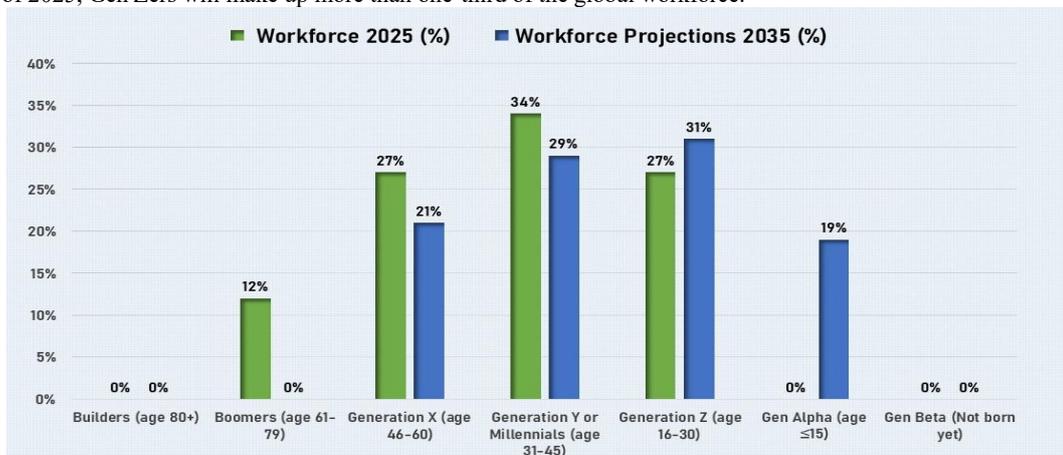


Fig 3: Global workforce distribution by generation, : Source: *Economicinsider.com* (2025)

The emergence of Generation Z and their perspectives have already crossed new frontiers and the organisations are at a crossroad. This is not a passing phase but a cultural reset. To remain relevant the choice of the right path/direction will play a crucial role. As Generation Z who are future leaders or even already started leading teams, heavily influence the organizations and policymakers to re-orient work strategies as per their working style and they will be the “catalyst of change”. This primarily will occur through three factors – ESG (Environmental, Social & Governance), Innovation & Technology.

Factor 1:ESG (Environmental, Social & Governance)

ESG is a framework which associates the individual to a group or organisation and influence her to identify the similarities between the personal belief system and organisation culture. This identification is the key element which triggers the emotional quotient which plays a defining role. This is rooted in Social Identity Theory, proposed by Henri Tajfel and John Turner in 1979 and the job embeddedness theory which was conceptualised in 2001 by Mitchell and subsequently developed and applied by Brooks C. Holtom and Bonnie S. O'Neill in 2004. While “Social Identity Theory” define why an individual opt for a particular organisation, “Job Embeddedness Theory” outline why people prefer to stay in their jobs, rather than why they leave. These two elements trigger the effects of ESG dimensions. Analysis of the character traits of Gen Z clearly suggest and strongly correlate to all the three factors of ESG which lead to a paradigm shift. As the ESG elements are completely embedded in the value system & belief of Gen Z, they could be identified themselves with those factors which is now re-orienting their policy framework. Conversely, on absence of a strong & clear affiliation and intense commitment towards the ESG will result in development of a perception that the allocated assignments are less significant or fulfilling. This notion will have negative impact on the Gen Z affecting their preference of the organisations and continuation. However, the Gen Z prioritize one of the factors of the ESG over the other. It’s completely person centric and can be correlated to the belief & value system. Hence this prioritization can be dynamic.Organisations will be redundant if they do not align their policy, mission, eco system and work culture, as per the ESG framework. Hence ESG has significantly greater importance than perceived.



Fig 4: Gen Z's ESG alignment, : Source: Authors basis literature review

Factor 2 : Innovation

Innovation may take place in the direction of ideas, product, concepts, process, technology, service and solution. It completely or partially redefined the long-established concepts. This happens in four cohorts –

- Incremental – Continuous improvement in product & services.
- Radical – Ideas that open up a completely new frontier.
- Architectural – Giving the existing ideas a new turn.
- Disruptive - Ideas that challenge the long-established norms and brings huge shift in the entire eco system.

Innovation takes place when someone has an open mind to reexamine and question the relevance of the established ideas. Gen Z’s openness which comes out of inclusiveness, technological oriented mind, fresh approach and willingness to challenge long establishment norms germinate and generate fresh competitive ideas. Their creative approach leads to innovation.

This approach of Gen Z makes them pursue for environment which is conducive for innovation. The organisation and leaders who encourage innovation will attract better talent of Gen Z. Besides, organisations without constant endeavour for innovation may not survive for a longer period.

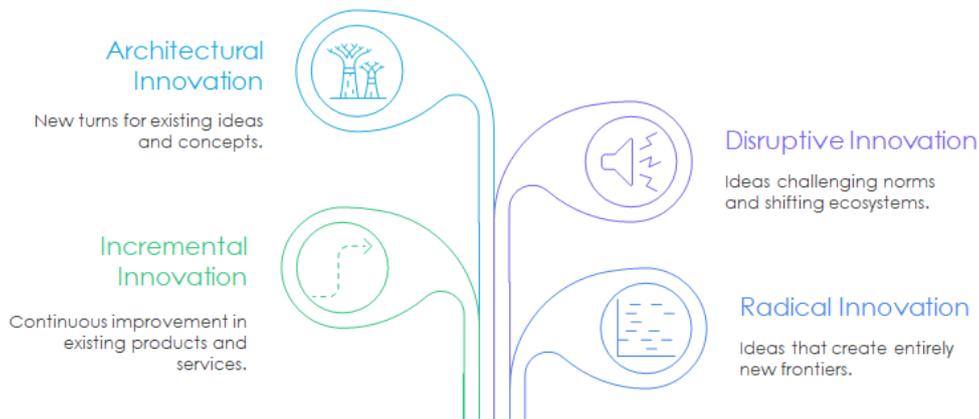


Fig 5: Dimensions of Innovation
 Source: Authors basis literature review

Factor 3 : Technology

Technology is the most unique divider and creator of generational gap and conflict. This clearly distinguish the approach towards a particular assignment. The entire eco system of the organisation takes a paradigm shift in a short duration due to the upheaval caused by technology. The recent inducement of Gen Z's into the workforce brings a disruption and perpetually challenging the conventional workplace norms. They are completely distinguished by their proficiency with digital technology and expect the organisation to build a supportive environment. Gen Z also expect and prefer that the leadership and management also be in tune with the ever-changing emerging technologies. Not only the technology should be interwoven with the eco system, but the organisations must leverage from this development

Technology also is changing the way of working. Because of sudden surge of technology, the world has become a global village. The free flow of information, work from anywhere concept, tech-driven work environments and technology backed decision making of Gen Z is transforming the core structure and philosophy of each organisation.

Due to the declining average attention span of Gen Z is triggering new technological innovation which is completely unconventional. A glaring example is the WhatsApp which is being used more than the traditional e mail for communication. It's not a technological change but reorientation of communication channel of the organisation.

Other emerging technologies being embraced by Gen Z which are substantially influencing the organisation include:

- artificial intelligence (AI), blockchain, the Internet of Things (IoT) and quantum computing
- augmented and virtual reality (AR/VR), biotechnology and advanced robotics.
- Nanotechnology
- Robotics, Distributed Ledger Technology
- Low-code/no-code development platforms
- Active structure
- Decentralized finance and cryptocurrency
- AI-powered personal assistants and predictive tools
- Digital ownership through NFTs and blockchain technology

These technologies have already started making wave and created a huge disruption. This has resulted in creation of new product and market segment. Those organisations who adopted this with prior long-term vision are now become market players. Rest is gradually becoming redundant.

This has a cascading effect on the workplace and job market. New jobs are coming up and old one's are losing it's relevance. The workplace is being transformed at a very rapid pace. Those who adhered to the importance of technology will be a winner.

Emerging technologies not only redefining the workplace but the products & services. Few examples in different domains of economics are as follows:

- Agriculture - Agricultural robotics, Closed ecological systems, Cultured meat, Atmospheric water generator, Vertical farming.
- Construction - Active structure, Arcology, Domed city, Earth scraper
- Economy & Finance - Cryptocurrency, Digital Wallet, CBDC
- Electronics, IT and communications - Artificial general intelligence, Blockchain, Digital scent technology, DNA digital data storage, E-textiles, Li-Fi, Machine vision, Optical & Quantum computing, Radio-frequency identification, Three-dimensional integrated circuit etc.
- Entertainment - Synthetic media, Film, Cloud gaming, Immersive virtual reality
- Energy - Airborne wind turbine, Concentrated solar power, Energy harvesting, Antenna, Wireless energy transfer, Zero-energy building
- Materials and textiles - 4D printing, Cryogenic treatment, Edible packaging, Fullerene, Graphene, Metamaterials
- Optoelectronics - Optical transistor, Screenless display, Holography
- Medicine - Artificial uterus, Cryonics, De-extinction, Hibernation or suspended animation, Plantibody ,Virotherapy
- Neuroscience - Brain-computer interface, Brain-reading, Neuroinformatics, Head transplant, Wetware computer
- Military - Cloaking device, Directed-energy weapon, Force field, MAHEM, Precision-guided firearm, Telescoped ammunition
- Space - Artificial gravity ,Stasis chamber, Starshot, Asteroid mining,
- Robotics - Gastrobot, Powered exoskeleton, Powered exoskeleton, Swarm robotics, Uncrewed vehicle,
- Transport - Atmospheric satellite, Distributed propulsion, Fusion rocket, Ion-propelled aircraft, Orbital propellant depot, Quiet Supersonic Technology

Some of these technologies have already in the phase of diffusion or in research and prototype testing stage. These have already made an impact or will create more disruption in the near future. Most importantly this concept of technological driven world will continue. Now the pertinent question is who is going to create such futuristic technology and drive the completely technological oriented workplace and team.

Generation Z is frequently referred to as "digital natives" because of their high level of comfort and competence with digital technologies (Manca & Ranieri, 2016). Most of the Gen X & Y do not have the competency and aptitude to make that digital quantum leap. So conclusively, Gen Z have already strongly influenced the organisations to transmuted it's structure & eco system.

Emerging Technologies are making way for more advanced technologies. This is like a chain reaction. Hence organisations not only to acclimatized accordingly but also embrace Gen Z's way of working, thought process and belief system.

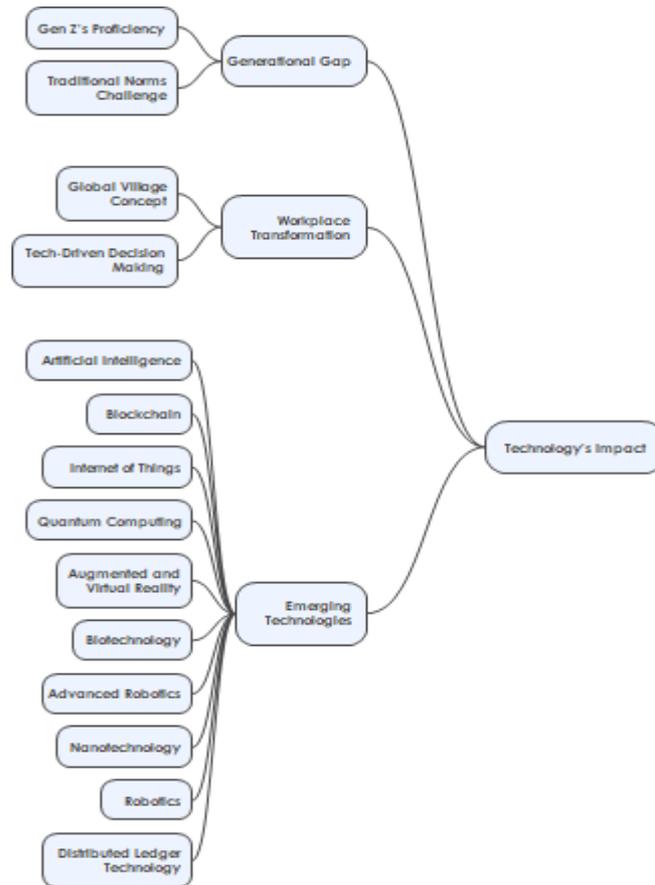


Fig 6: Technology's impact on workplace and society, : Source: Authors basis literature review

Gen Z's ESG bent of mind is a combination of ESG, Technology and innovation with a predictable pattern. The "ESG" influenced environment attracts & retains Gen Z talents, the "Innovation" actively encourages creative thinking which resulted in path breaking "Technology". This chain of consequences and its outcome take shape as a "Catalyst of Change" which gives a completely new dimension to the entire eco system and brings a metamorphose.

Conclusion

The challenge thrown by Gen Z to their HR manager and the leaders in their respective companies in terms of retention and management is daunting. But the modern company cannot do much other than amending themselves. As more and more Gen Z employees join the workforce, their influence will intensify, positioning them as the true catalysts of cultural and technological evolution in the workplace. There would be more studies for bridging the inter-generational issues within organisations.

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