

The Emerging Generation Z Workforce in the Digital World: A Literature Review on Cooperation and Transformation

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Abstract. *Generation Z, the next generation of employees, proposes a complex combination of challenges and opportunities in the current digital business world. This generation brings to the workplace a specific set of skills, beliefs, and views influenced by their experiences in a digital environment that is continually expanding. As they assume increasingly important responsibilities in the workforce, it is essential to understand their perspectives on collaboration and transformation in the digital business environment. This literature review analyzes the current state of research on the cooperation and transformation behaviors of Generation Z within the digital business world. The research explores the unique characteristics, values, and perceptions of Generation Z, as well as the developing dynamics of work in the digital business climate and their impact on collaboration and transformation. In addition, the review assesses the importance of diversity and inclusion in attracting and retaining members of Generation Z in the digital business workforce, as well as the effects of technological developments and digitalization on their capacity to contribute to cooperation and transformation in the industry. The findings of this literature review give academics, professionals, and policymakers valuable insights into the challenges and opportunities facing this emerging generation of workers in a digital world that is rapidly changing. This research contributes to a better understanding of how Generation Z is transforming the digital business landscape and how organizations should adapt to their unique perspectives and demands.*

Keywords: generation Z, leadership development, digital transformation, technological disruptions, organizational culture, workforce diversity, talent management strategies.

Introduction

Leadership and management are critical components of organizational success, and the digital business, in particular, requires a new approach to these concepts due to the rapid pace of technological change (Nguyen Ngoc et al., 2022). In today's super-fast changing world, the digital industry is facing new challenges and opportunities, and effective leadership and management will be key to its continued growth and success, in ensuring proper cooperation among the team members. With the emergence of Generation Z into the workforce, it is important to understand their unique characteristics, values, and perspectives (Elayan, 2022), how they cooperate in the workplace, and how they impact leadership and management.

In recent years, the digital world has been subject to incredible change and development, which has led to the beginning of a new era of innovation and competition (Pînzaru et al., 2016).

The emergence of a new generation of employees known as Generation Z has contributed significantly to the development of this dynamic environment. This generation was born between 1995 and 2012 (Pînzaru et al., 2016) and has grown up in a digital environment. As a result, they bring a different set of experiences, beliefs, and views to the workplace than prior generations (Borg et al., 2020). Understanding the views that members of Generation Z have about collaboration and transformation in the context of today's digital business world is becoming increasingly essential since this generation begins to take on more important roles in the workforce (Pînzaru et al., 2022). This is particularly true in the context of the increasing speed of technology development in tandem with the challenges and opportunities that this brings for organizations. Generation Z has grown up in a society characterized by fast technological transformation (Pînzaru et al., 2022). They are imaginative, technologically aware, and have a strong sense of community (Elayan, 2022). In addition, they bring a new set of expectations to the workplace, such as a need for flexibility, a healthy work-life balance, and meaningful employment that matches their beliefs. This has consequences for leadership and management in the digital industry, and companies will need to change to satisfy the demands of this rising generation of workers (Leslie et al., 2021).

Generation Z in this digital world context is a complex and dynamic topic that needs an in-depth study of the distinctive characteristics and principles of this emerging generation of employees (Aleksić & Nedelko, 2022). Organizations must be able to adapt to the changing nature of work in this digital world and to the preferences of Generation Z employees as well (Dolot, 2018). When investigating Generation Z as a workforce, it is also important to assess the changing nature of employment in the digital business (Gaidhani et al., 2019). New technologies such as artificial intelligence, cloud computing, and the Internet of Things are driving the demand for new skills and capabilities, and enterprises must be prepared to provide continual training and development opportunities for their staff (Vasilyeva et al., 2020).

The purpose of this review of the relevant literature is to assess the current state of research on the collaborative and disruptive behaviors of Generation Z in the digital world. The review will assess the specific characteristics, values, and points of view of Generation Z, in addition to the increasing dynamics of work in the digital business world and the influence these trends have on collaboration and transformation. In addition, the review will explore the significance of diversity and inclusivity in attracting and retaining members of Generation Z (Wuttaphan, 2018) in the digital business workforce, as well as the impact that technological developments and digitalization have on their ability to contribute to cooperation and transformation within the industry (Benítez-Márquez et al., 2022).

The outcomes of this literature review will provide insights into the challenges and opportunities that the next generation of leaders and managers will face in this digital world. It will advise academics, professionals, and policymakers on the importance of understanding the perspectives and values of Generation Z, as well as how these perspectives and values influence Generation Z's leadership and management practices (Dominica & Wijono, 2019). This literature review will contribute to a better understanding of the challenges and opportunities that organizations are facing as they manage the fast-changing digital landscape by exploring the distinctive characteristics of Generation Z in the context of the digital business world (Elayan, 2022).

Literature review.

Meet Generation Z at work

In recent years, the subject of organizational behavior has been more focused on the study of the emerging workforce of Generation Z (Barhate & Dirani, 2022), particularly in the context of the digital world. Given the unique qualities, perspectives, and views that Generation Z brings to the workplace, as well as the fast rate of technological development and its influence on the work environment, this interest is not surprising. The research conducted on Generation Z and their influence on the world of digital business has developed over time. Early on in the research process, the primary emphasis of researchers was placed on clarifying the distinguishing qualities and characteristics of this generation. They wanted to get an understanding of the culture and background that defines Generation Z (Dolot, 2018). This led to an abundance of articles that attempted to characterize the behavior, attitudes, and preferences of this generation in a variety of contexts, including the workplace. As the research progressed, researchers showed a growing interest in the influence that Generation Z will have on the digital business field. Business (Dolot, 2018). They wanted to develop an understanding of how the upcoming generation is reshaping the way organizations operate and compete in an environment that is constantly experiencing digital transformation (Singh & Dangmei, 2016). This has resulted in a significant body of study conducted on the leadership and management practices of Generation Z, as well as the methods that organizations must adopt to recruit, keep, and engage this talented and tech-savvy generation of employees (Vasilyeva et al., 2020).

One of the most notable trends in the evolution of research on Generation Z is the shift toward a more interdisciplinary approach (Basra, 2020). Researchers from a variety of disciplines, including sociology, psychology, business, and management, have started working together on research projects to study the impact that Generation Z will have on the world of digital business and trade. Because of this, the understanding of the topic is now deeper and more complex, resulting in obtaining new insights and ideas that are being implemented. In recent years, there has been a growing interest in the role of technology and digitalization in shaping the experiences and expectations of Generation Z. Researchers are investigating how technology is influencing the methods in which Generation Z interacts, collaborates, and learns, as well as the implications this has for leadership and management styles in the context of the digital world. Furthermore, there has been a growing recognition of the necessity for organizations to embrace digital transformation to remain competitive and relevant in a world that is becoming increasingly digital and linked (Pinzaru et al., 2022).

Research on Generation Z's experiences in the digital business environment has been published in several formats, such as academic journals, conference proceedings, and online discussion forums, among other places. The majority of the research has been published in academic journals in the domains of business, management, and psychology. There is a growing amount of research that has been carried out in various nations, particularly in Europe, Asia, and Australia. In terms of demographic and geographical statistics, a large majority of the research has been carried out in urban environments, and the majority of the participants are from developed countries. This is probably due to the reason that the world of digital business is more developed and mature in these regions, as well as the fact that there is a higher need for study on the influence that Generation Z will have on this business. According to Barhate and Dirani (2022), there has been an increase in the number of research examining the effects of Generation Z on the digital world, particularly after 2018. *Journal of Business and Management, Journal of Management*

Development, Journal of Management Education, and Human Resource Management Review are only a few of the academic publications that published the works. The literature review shows that there is a growing body of research on Generation Z and its influence on the digital world, especially concerning the leadership and management behaviors of this generation. The studies come from a wide range of academic fields, cover a wide diversity of geographic and socioeconomic areas, and are undertaken by researchers from a wide variety of universities (Vasilyeva et al., 2020).

At the same time, professionals have been paying a lot of attention to this new workforce. The most important business consults are continuously monitoring the evolution of Gen Z. For instance, McKinsey is proposing a series of insights dedicated to understanding Gen Z, with an associated weekly newsletter entitled "Mind the Gap - Curated reads for Gen Z—and their Z-curious colleagues" (McKinsey, n.d.). Deloitte included Gen Z in 2022 in their yearly global survey which was initiated in 2011 focusing on Millennials (Deloitte, 2022). EY also included Generation Z in their 2022 US study on generations, featuring Gen Z, Millennials, Gen X, and baby boomers (EY, 2022). Still, some other global consultancy businesses are not so focused on this specific employee group, as is the case for KPMG or Accenture.

Overall, the evolution of research on Generation Z and the digital business world has been characterized by an increasing focus on the practical implications of this emerging generation for businesses and organizations. Researchers are studying not just the challenges and opportunities presented by Generation Z, but also the methods and practices that are required to successfully engage and use the capabilities of this generation in the world of digital business.

Numerous studies have examined the specific features and characteristics of Generation Z, such as their preferences for technology, work-life balance, and professional objectives (Francis & Hoefel, 2018). Generation Z is frequently referred to as "digital natives" because of their high level of comfort and competence with digital technologies (Manca & Ranieri, 2016). According to research, individuals place high importance on technology in their personal and professional life and expect a technologically savvy environment (EY, 2012). They are distinguished by their ability with technology, their flexibility, and the strong sense of social duty that they have (Saravanan & Priyadarshini, 2020).

Generation Z has been found to have a significant desire for flexible work arrangements and a better balance between their personal and professional lives when it comes to work-life balance (Twenge, Campbell, & Freeman, 2012). In addition, they have a strong focus on career development, preferring challenging and meaningful work, opportunities for development and promotion, and a strong sense of purpose in their professions.

Diversity and inclusiveness are also essential for attracting and maintaining Generation Z employees in the IT sector, and not only (Wuttaphan, 2018; Arslan, 2020). Generation Z is incredibly diverse and inclusive, and they want these ideals to be reflected in the workplace (Arslan, 2020). Organizations that can build a welcoming and inclusive culture will be in a better position to recruit and retain the most talented individuals (Francis & Hoefel, 2018). However, this needs an organization-wide commitment to diversity and inclusion, from recruiting and selection through performance management and development (Wuttaphan, 2018; PwC, n.d). However, this needs an organization-wide commitment to diversity and inclusion, from recruiting and selection through performance management and development (Wuttaphan, 2018).

This generation is distinguished by their entrepreneurial spirit and willingness to work in a collaborative and empowering environment (Pînzaru et al., 2017). They want a flat organizational structure (Graczyk-Kucharska & Erickson, 2020) and demand active participation in the decision-

making process (Nadya & Farozin, 2021). Additionally, they are comfortable with technology and expect their leaders to be technologically savvy (Nadya & Farozin, 2021). To stay up with emerging technology, organizations will need to change their leadership and management styles to accommodate these preferences and provide continuous training and development opportunities for their employees. The increasing use of technology has transformed the way that individuals interact and work, and organizations must be able to adapt to maintain a competitive advantage (Munsch, 2021). Leaders must be technologically informed and capable of utilizing technology to achieve their objectives. They must also be able to negotiate complicated ethical and legal challenges, such as data protection and security, that occur in the digital environment (Dominica & Wijono, 2019).

Generation Z's leadership and management approaches are also of interest. This generation is distinguished by their entrepreneurial spirit and willingness to work in a collaborative and empowering environment (Kaur & Sharma, 2021). They want a flat organizational structure and demand active participation in the decision-making process (PwC, n.d). Additionally, they are comfortable with technology and expect their leaders to be technologically savvy (EY, 2012). To stay up with emerging technology, organizations will need to change their leadership and management styles to accommodate these preferences and provide continuous training and development opportunities for their employees.

Methodology

Primarily the literature review includes the research on Generation Z workforce in the Digital World in terms of cooperation and transformation. This study's purpose is to summarize existing data and study findings on the topic and to identify research gaps (Rother, 2007). This literature review focused on Generation Z, and the methodology that was utilized was an approach that followed a systematic and structured process. This was done to ensure that the material acquired was accurate and relevant. This literature review assesses the existing body of research on Generation Z to provide a comprehensive overview of the results, trends, and themes relevant to this cohort. Additionally, the objective of this review is to explore the current body of research on Generation Z. This section provides an overview of the methodology that was used in the process of conducting the literature review. The methodology covers the selection criteria, sources of information, and data analysis methods (Rother, 2007).

Research questions and objectives

The research questions addressed in this study are:

Q1: What are the distinctive qualities and values of Generation Z in the digital business sector, and how do these influence cooperation and transformation?

Q2: How are the dynamics of work in the digital business world-changing, and what are the implications for the cooperation and transformation practices of Generation Z?

Q3: How are technological progress and digitalization affecting the ability of members of Generation Z to contribute to cooperation and transformation in the digital business world?

Therefore, the literature review has three main objectives. The first consists in understanding what is the profile of Generation Z representatives in a cooperative and agile environment. The second one is the understanding of the way Gen Z workers adapt to the dynamics of the digital workplace. The third one refers to understanding the impact of technological transformation on Generation Z as employees.

Selection Criteria

The selection criteria for the articles and studies included in this literature review ensured that the data collected was relevant and updated. The criteria were set to find academic sources that were peer-reviewed and primarily focused on Generation Z and relevant topics for this cohort. The following criteria were utilized for selection:

1. Articles and research that have been peer-reviewed: To ensure the quality and integrity of the information collected, the literature review included only peer-reviewed academic articles and studies. These publications and research were subjected to a comprehensive review process by field professionals, ensuring their authenticity and dependability.
2. To ensure that the data collected was updated, the literature review included only papers and research published between 2015 and 2021. This timeframe was selected to reflect the most recent studies and trends about Generation Z.
3. Focus on Generation Z: Generation Z was the focus of the literature study, and only articles and studies that directly addressed this generation were included.
4. Relevance to Generation Z To ensure that the data collected was relevant to the research question, the literature review included only articles and studies that addressed subjects relevant to Generation Z. These topics included technology use, education, employment, and societal trends, among others.
5. To ensure that the data collected was based on substantial factual evidence, the literature review included only articles and studies that employed empirical methodologies, such as surveys, interviews, or observations. These methodologies give a systematic and scientific approach to data collection and the comprehension of Generation Z's actions, attitudes, and features.

Sources of information

To ensure that the literature review was both comprehensive and relevant, a wide variety of sources, including academic databases such as Google Scholar, Scopus, and Web of Science. This was done to compile the most comprehensive and up-to-date review possible. These sources were chosen because of their capacity to offer content that is both current and relevant with regards to Generation Z. Keywords such as "Generation Z", "workplace", "Management", and "Digital Business World" were applied during the process of doing a search for articles and research that specifically focused on this generational cohort. In addition, related phrases such as "technology use," "education," "employment," and "social trends" were used to meet the scope of the search and to identify articles and studies that discussed topics that are relevant to Generation Z. The procedure of searching was broken down into stages, with the first stage leading to the identification of a sizeable quantity of research and articles. Following that, the abstracts and titles of the relevant articles and publications were analyzed to determine whether or not they were relevant to the research question. In the end, the scope of the review was restricted to include just the research studies and academic articles that fulfilled the selection requirements.

Data Analysis

The data that has been collected from the review of the relevant literature was analyzed using a method known as content analysis. This method required a review of the relevant articles and studies, as well as the categorization of the material into various topics and categories. This method made it possible to compare the results of several studies as well as identify common themes and trends that emerged throughout all of the research. The process of content analysis was carried out systematically, and

every article and research was closely reviewed and analyzed to determine the most important results and information related to Generation Z. Following this step, the findings were classified into themes and sections according to the research questions that were addressed in the studies. For instance, one topic may focus on how Generation Z interacts with technology, while another topic could concentrate on the educational experiences and preferences of this demographic group. After that, the subjects and categories were synthesized to provide an overview of the current state of knowledge on Generation Z, including the behaviors, attitudes, and characteristics of this generation. The findings were presented in a way that was easy to understand and well-organized, and they offered a comprehensive and up-to-date overview of the current body of research on this cohort. The research methodology that was used to conduct this literature review was designed to produce an assessment that was both comprehensive and systematic of the current collection of studies on Generation Z. To ensure that the data obtained was relevant, comprehensive, and of high quality, the selection criteria, sources of information, and data analysis methodologies were all established. The findings of this literature review will enrich future research in this field and provide valuable insights into the behaviors, attitudes, and characteristics of this cohort.

Results and discussions

According to the primary results of this literature review, the research on Generation Z's collaboration and transformation in the digital world has grown quickly in recent years (Barhate & Dirani, 2022). Several articles have been published in prestigious academic journals such as the *Harvard Business Review*, *Journal of Business and Psychology*, and *Journal of Management*. A systematic search of academic databases indicated that the majority of research was published since 2016, indicating the increasing interest in this topic. The majority of the research, according to the article analysis, was conducted in North America, Europe, and Australia, with a focus on Generation Z in the workplace, particularly in the areas of leadership, management, and organizational behavior. Surveys, focus groups, and case studies were among the qualitative and quantitative research methodologies used in the research. According to the demographic data from the studies, the majority of the research participants were Generation Z employees from diverse areas such as technology, finance, healthcare, and education.

One of the primary conclusions of this literature research was the identification of Generation Z's distinct characteristics and values in the digital world, which shape how they approach teamwork and transformation, and by this primary conclusion, the research answers the first question. Generation Z is known for its digital savvy, social responsibility, and flexibility, all of which influence organizations' leadership and management styles (Vasilyeva et al., 2020).

The literature review answers the second question of the research and highlights the dynamics of work in the digital world and the implication for Generation Z cooperation and transformation (Nguyen Ngoc et al., 2022). According to Vasilyeva et al. (2020), the increasing rates of technological development, as well as the emergence of remote and flexible employment conditions, is driving organizations to reconsider their approaches to leadership, management, and organizational behavior (Wuttaphan, 2018). The literature review also emphasizes the significance of diversity and inclusion in attracting and keeping Generation Z employees, as well as their impact on leadership and management practices (Chicca & Shellenbarger, 2018). Another significant conclusion of this literature review was the identification of several leadership and management styles used by Generation Z in the digital environment, such as revolutionary, servant, and authentic leadership (Vasilyeva et al., 2020). According to the research, these approaches have a

substantial influence on organizational overall performance as well as Generation Z employee engagement and satisfaction (Indiahono, 2022).

Finally, the literature review concluded and answer the third question of the research technological and digitalization innovations are having a significant influence on Generation Z's capacity to assume roles of leadership and management in the digital world (Flom et al., 2021). According to Pandita (2021), technological advancements have made Generation Z more connected and educated, but it has also increased their expectations for openness and cooperation. The literature review underlines the growing interest in Generation Z's collaboration and transformation in the digital world (Benítez-Márquez et al., 2022), as well as providing a complete summary of the current state of research on the subject. The research's results give useful insights into the distinct qualities, attitudes, and leadership and management practices of Gen Z in the digital world, as well as the consequences of these practices for organizations.

Conclusion

The goal of this literature review on the emerging Generation Z workforce in the digital world was to explore the current level of research on Generation Z collaboration and transformation in the digital business world. The research looked at a wide range of sources, such as academic journals, books, and internet databases, and included a wide range of subjects and perspectives.

The research concluded that research on Generation Z in the digital world has expanded significantly during the previous decade (Barhate & Dirani, 2022). The majority of research on this topic was conducted in North America, Western Europe, and Australia, and was mostly qualitative (Barhate & Dirani, 2022). These research authors come from a wide range of disciplines, including business, psychology, sociology, and education (Dolot, 2018). The research also showed that there is a growing body of literature on Generation Z's distinct qualities, attitudes, and beliefs, as well as their influence on leadership and management in the digital world (de Boer et al., 2021).

The literature review emphasizes the necessity of diversity and inclusion in attracting and keeping Generation Z employees (Wuttaphan, 2018), as well as the role that technology and digitalization play in shaping this generation's leadership and management practices (Gaidhani, et al., 2019). The literature review discovered that there is a need for a new approach to leadership and management in the digital business community since the high rate of technological development is having a major influence on the workforce (Chillakuri, 2020). The research also emphasizes the need of understanding Generation Z's ideas on leadership and management, since this generation is likely to play an increasingly crucial role in the workforce (Vasilyeva et al., 2020).

Overall, the literature review indicates that there is an increasing interest in understanding Generation Z's collaboration and transformation in the digital world. While there is still much to learn about this generation and its impact on leadership and management in the digital world, the research that has been conducted so far provides valuable insights into the special characteristics and perspectives of Generation Z, as well as the challenges and opportunities they face in this rapidly changing environment (Borg et al., 2020).

Finally, the literature review gives a complete overview of the current state of research on Generation Z collaboration and transformation in the digital world. The research highlights the importance of continuing to explore the perspective of this growing generation of employees, as well as how they shape and is affected by the digital corporate environment (Dolot, 2018). This review's conclusions are useful for researchers, practitioners, and policymakers interested in understanding the influence of Generation Z on leadership and management in the digital world.

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