A LITERATURE REVIEW STUDY ON HR POLICIES AND PRACTICES FOR GEN Z EMPLOYEES: INSIGHTS FROM THE IT/ITES SECTOR
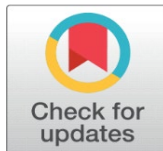
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ABSTRACT

The sudden influx of Generation Z (Gen Z) into the workforce has demanded the organizations, especially in the IT/ITES sector, to alter their human resources (HR) policies according to their added expectations of work, which this generation shaped through technology and driven by purpose. The present study examines HR management practices in the light of Gen Z work preferences, AI applications in HR processes, and importance of sustainable HRM practices for employee engagement and retention.

Methods employed included an extensive literature review of 72 peer-reviewed articles and studies covering topics of HR policy, AI-based HRM, and sustainability in workforce management. The analysis classifies the findings worthy of consideration into three broad themes: (1) HR policies and work expectations of Gen Z, (2) AI and digital HRM practices, and (3) sustainability-driven HRM methods.

The results indicate that Gen Z employees value flexibility, career development, meaningful work, and well-being, forcing organizations to reconsider traditional HR frameworks. AI can help with recruitment, performance management, and online learning, thereby improving the employee experience and efficiency. Nevertheless, there are still issues of data privacy, digital fatigue, and AI ethics. Green HRM and CSR are becoming leading factors for attracting and retaining Gen Z workers as sustainability and ethical employment practices contribute greatly to job satisfaction and the organization's commitment over time.

In conclusion, organizations shall devise a way to interlink personalized HR policies, AI talent management, and sustainability-oriented HRM measures to meaningfully engage, retain, and empower Gen Z employees. Future research should evaluate the application of AI tools for HR, engage with localized trends of Gen Z workforce, and understand long-term effects of sustainability-led HR strategies upon the organizations under IT/ITES.

Keywords: Generation Z, Human Resource Management, AI in HRM, Green HRM, Employee Engagement

1. INTRODUCTION

The increasing presence of Generation Z (Gen Z) in the workforce has significantly transformed human resource management (HRM) practices. Born between 1995 and 2010, this digitally native generation is characterized by high technological adaptability, strong career aspirations, and a preference for work-life balance (Gomes et al., 2022) Compared to the Millennials, Gen Z employees focus more on flexibility in the working environment, job security, skill development, and jobs that have a purpose (Choudhary et al., 2024) The demands made by this generation from their employer differ greatly from previous generations, thus leaving organizations with an uphill task of reworking traditional HR policies to attract, engage, and retain this dynamic workforce (Vieira et al., 2024) The unpredictability of the change is largely felt in the IT and IT-enabled services (ITES) sector, which depends heavily on retaining highly skilled and innovative professionals to sustain their competitive advantage. Therefore, the HR policies in the IT/ITES sector have seen digital transformation, integrating artificial intelligence (AI), data-driven recruitment, and digital engagement tools in line with the emerging workplace expectations of Gen Z.

HR Policies and Work Expectations of Gen Z

Research indicates that Gen Z work expectations generally concentrate on career advancement, flexibility in the workplace, and mental well-being (Waworuntu et al., 2022). This generation particularly values companies that offer clear career paths, personalized learning, and mentoring programs (Prund, 2021). Work-life balance and mental wellbeing are very essential for Gen Z in determining job satisfaction and loyalty to an organization over an extended period of time (Bailey et al., 2018). Because of the high attrition rates in the IT sector, companies are, therefore, implementing innovative HR strategies to engage and ensure retention via hybrid working models, employee assistance programs (EAPs), and leadership development (MRS. Sunitha & Jaykarthikeyan, 2023)." generational diversity within the workforce therefore provides both challenges and opportunities, hence there is a need to customize HR policies that take cognizance of diverse preferences and work ethics" (Verma, 2013).

AI and Digital HRM- From Along Gen Z Management Workforce

The use of artificial intelligence via digital HRM applications can transform recruitment, onboarding, performance management, and finally employee engagement (Berhil et al., 2020). AI-powered HR tools enable decision making, mitigate recruitment biases, and optimize workforce analytics to be picture-perfect side by side with Gen Z's digital expectations from HR processes (Sachdeva & Wadera, 2023). The gamification of HRM has proven effective in motivating employees to increase productivity with components such as AI-powered training simulations, digital rewards, and real-time performance tracking (Mohanty & Christopher B., 2024). According to research, e-HRM has been shown to support dispersed workforce management by means of digital learning and individualized career pathways, both of which are critical in engaging Gen Z employees within IT/ITES organizations (Bankins et al., 2023). Although AI has humanized HR functions, the impacts of privacy concerns, algorithmic bias, and less human interactions in HR processes still linger (Blanche Wies et al., 2021).

Sustainable HR Practice Lineage and Gen Z Engagement

Sustainability in HRM, however, has become a market hype for preference, job satisfaction, and organizational commitment among Gen Z in the workplace (Paulet et al., 2021). A green HRM (G-HRM) activation includes paperless HR processes, eco-friendly organizations, and CSR-driven employee engagement, and generally creates more buzz in the IT/ITES sector (Aisha AlKetbi & Rice, 2024). Study after study shows that Gen Z employees demonstrate a distinct preference for organizations that make significant commitments to corporate social responsibility (CSR)-related initiatives, offer ethical labor policies, or have sustainability-centric HRM strategies (Scavarda et al., 2019). The programs of diversity, equity, and inclusion show special promise for enriching Gen Z's workplace experience and efforts to cultivate a culture of inclusivity and social impact (Galdiero et al., 2024).

Gen Z has changed workforce entry, revolutionizing HRM strategies especially within the IT/ITES sector. Organizations thus are compelled to change their HR policies to fulfill Gen Z's different expectations on flexibility, career development, and meaningful work experience. AI in HRM has facilitated the processes of recruitment, engagement, and performance management while also raising issues of ethics and digital well-being. In addition, sustainability-induced HRM practices will thus succeed in being the leading differentiators for Gen-Z employees with regard to employer choice. These organizations will need an all-inclusive HR strategy that weaves together digital transformation, employee well-being, and sustainability for success in attracting and retaining Gen-Z talent as the IT/ITES industry further transforms.

2. RESEARCH METHODOLOGY

This study employs a review of literature as the research methodology. To that end, 72 peer-reviewed articles and studies have been examined to learn about HR policies for Generation Z (Gen Z) employees in the IT/ITES sector in organization scenarios. Systematic identification, classification, and thematic analysis of research addressed in most of these publications to investigate the alignment of HRM strategies to the workplace expectations of Gen Z, which include digitization, AI-driven applications, and sustainability-driven initiatives in HRM.

Literature was divided into three broad categories, as follows: (1) HR policies and Gen Z work expectations, (2) AI and digital HRM applications, (3) sustainability-driven HRM practices. This study aimed at synthesizing understanding

from academic literature on how firms shape HR practices to ensure engagement and retention of Gen Z. It emphasizes contemporary events such as AI-embedded recruitment and performance management, flexible work arrangements, and green HRM that match Gen Z values and work preferences for recruitment and retention. It also touches on challenges such as issues of digital fatigue, data privacy, and ethical questions that need consideration as AI builds its footprint in HR. This methodology provides a comprehensive evidence-based review and provides practical insights for HR, as well as future research into the changing HR landscape for Gen Z in the IT/ITES industry.

3. RESEARCH OBJECTIVES

1) To analyze and evaluate the effectiveness of existing HR policies and practices in IT/ITES firms in matching Generation Z employees' expectations, including work flexibility, career growth, and work-life balance.

2) To study the integration of AI with digital HRM, resulting in improving talent management, employee engagement, and retention strategies aimed at Gen Z employees in the IT/ITES sector.

3) To contemplate the effects of sustainability-driven HR practices, such as Green HRM and Corporate Social Responsibility (CSR), on Generation Z employees' motivation and organizational commitment in the long term within IT/ITES firms.

4. LITERATURE REVIEW

The following word cloud prepared using NVIVO shows the major factors studied under this investigation.

1. HR Policies and Work Expectations of Gen Z

With Generation Z entering the workforce, huge changes can be seen in HR policies and practices needing organizations to rethink their strategies in accommodating their unique workstyle preferences. Gomes et al. (2022) pointed out that Gen Z employees demand flexibility, growth in careers, and good workplace conditions, making it inevitable for organizations to re-think their traditional thinking in the field of HR. Choudhary et al. (2024) further reinforced the idea that Gen Z employees are value- and goal-oriented in their work roles; thus, organizations should design a work environment that promotes career advancement. Vieira et al. (2024) argued along similar lines, indicating that organizations have to provide structured career pathways, mentorship programs, and opportunities for talent upskilling to retain Gen Z talent. These findings affirm that Gen Z are said to have expectations that are entirely different from those of other generations and thus need the HR teams to design custom talent management strategies.

Waworuntu et al. (2022) speak that the two essential issues that shape Gen Z work performance and commitment are work-life balance and job satisfaction. Organizations without these would most likely experience high attrition rates,

thus making it really important for HR departments to initiate flexible work models, wellness programs, and employee assistance initiatives. According to Prund (2021), Gen Z highly seeks career-focused ambitions from which organizations are required to mold their HR strategies toward continuous learning, career progression, and leadership opportunities. As MRS. Sunitha & Jaykarthikeyan (2023) state, this is meant for HR practitioners to recruit employees with skills that align to the professional development goals that Gen Z have; thus, organizations will comply with their expectations as evolution on the same has come. Their study indicates that the organizations focusing on employee engagement initiatives, hybrid work models, and leadership development programs will tend to attract higher retention rates from the Gen Z employees.

Christensen et al. (2018) propound that strategies designed for engagement should be aimed at making a good fit around to digital and social needs of Gen Z and be supplemented with technology-backed HRM solutions such as gamified learning platforms, real-time performance tracking, and artificial intelligent-driven career development tools. According to Verma (2013), generational diversity is bringing an increasing impact on the dynamics of workforce change regarding the evolution of HR policies vis-à-vis the demands of Gen Z regarding transparency, digital integration, and inclusion. Unlike other generations, Gen Z employees expect open communication as well as clear frameworks for career progression, creating a place for an inclusive workplace culture; hence, strategic incorporation by HR leaders in equitable hiring, transparent promotion policies, and diversity initiatives is of significance.

Bailey et al. (2018) indicate that Gen Z employees value meaningful work and ethical work practices, rendering CSR and sustainable HR activities critical to talent retention. Sima et al. (2020) support this idea, stating that the fast-paced technological advancements under Industry 4.0 have led to a change in job expectations that now entail a greater demand for continuous learning, skill development, and digital upskilling. As industries are undergoing changes due to the waves of automation and artificial intelligence, Gen-Z workers have a particular attraction to workplaces where reskilling and upskilling their employees is given utmost priority.

Faragalla Widad Atena & Tiron-Tudor (2019) and Cavanagh et al. (2017) deem diversity, equity, and inclusion (DEI) programs essential to facilitating the representation of historically unrepresented employee groups. As such, they contend that organizations embracing inclusivity would be in a stronger position to attract and retain Gen-Z members if they committed to equity in career opportunities. Therefore, these pointers tell that any company that intends to hire and retain Gen Z should ensure incorporation of DEI in its HR Policies: nothing should limit career advancement for any individual based on gender, race, socioeconomic background, etc.

Ghani et al. (2022) continue the debate by studying hospitality, which offers career development opportunities and sound environment positively correlated with employee retention. The findings reveal Gen-Z employees thrive in environments that offer a transparent career advancement structure, upskilling programs, and leadership training opportunities. This trend is not limited to hospitality but applies throughout industries, particularly in the IT/ITES industries, where there exists a cutthroat competition for skillful Gen-Z talent.

Organizations undergoing digital transformation should focus on implementing these new technologies and approaches to HR, as they need to seamlessly fit into recruitment and performance management activities to engage tech-savvy Gen Z employees, stated Mr. Jagdish et al. (2023). Digitalization redefines the HR landscape, where educational institutions need to align their curricula and training with the expected workplace standards by Gen Z.

Gamification strategies explored by Mohanty & Christopher B. (2024) link with increased engagement, motivation, and performance of Gen Z workers. HRM applications involving gamified elements such as AI-powered training simulations, digital rewards, and real-time feedback systems keep the workplace engaged while aligning with Gen Z's affinity for interactivity and tech-based learning. This phenomenon fits within the broader context of digital HRM in which AI, automation, and analytics are in the spotlight for managing talent.

In conclusion, numerous authors concur that Gen Z work expectations are changing HRM policies to have organizations embrace flexibility, career growth opportunities, tech-driven engagement, and ethical work practices. Their study suggests that HR teams must redesign their talent management frameworks, incorporating AI-driven HR solutions along with DEI programs and sustainability-oriented HRM strategies to attract, engage, and retain Gen Z workers effectively. With accelerating digital transformation, HR leaders must innovate and align organizational policies with the changing demands of their Gen Z workforce to secure their long-term success in talent retention and workforce development.

2. Role of AI and Digital HRM in HR Practices

Artificial intelligence (AI) and digital HRM technologies combine to create a new paradigm in human resource management with applications in recruitment, performance management, and employee engagement (Berhil et al., 2020). AI-based HR systems allow companies to hire efficiently, improve candidate experience, and leverage data for all decision-making processes (Sachdeva & Wadera, 2023). By using predictive analytics, automation, and machine-learning algorithms, these interventions streamline the HR functions to select the best candidates, thus compressing the recruitment processes and improving workforce productivity. Priyashantha et al. (2022) and Bankins et al. (2023) argue that AI can reduce biases in hiring, improve workforce analytics, and sharpen employee performance evaluations to benefit objective and data-driven HRM. However, the burgeoning use of AI within HRM also raises concerns of ethics, algorithmic bias, privacy of data, and digital fatigue of employees (Blanche Wies et al., 2021), which further warrants the case for ethical AI governance and transparency.

The integration of extended reality (XR) technologies, including virtual reality (VR) and augmented reality (AR), is redefining programs for employee education and training (Ferreira et al., 2021). These immersive technologies allow interactive and engaging learning experiences, making them more effective not only for employee onboarding and skills development but also for corporate training. AI-based chatbots and virtual HR assistants have also brought about a little revolution in terms of digital onboarding, workplace communication, and employee self-service elements of HR (Trenerry et al., 2021). The automation of mundane HR activities, such as resolving queries, payroll administration, and performance tracking, allows HR professionals to focus more on strategic decision-making and employee welfare. As Ferreira et al. (2021) further put it, AI-enabled upskilling platforms, gamification applied to HRM, and predictive analytics for talent retention have established their presence in the industry, particularly in IT/ITES where technological prowess is paramount for workforce engagement and development.

Technology is totally changing leadership roles within the organizations and organization structures. Leadership style must thus necessarily move to a more digital with regard to people (Cortellazzo et. all, 2019). Digital workplace leaders will be required to find the balance between automation and human-centric management practices, thereby complementing innovations and employee satisfaction (Marina Crnjac Žižić et al., 2022). Supply Chain 5.0 is destined to bring about a change in the paradigm of AI applications embracing a need for more human-based or human-centered and socially oriented AI-HRM strategies (Mourtzis et al., 2022; Salvadorinho et al., 2024). As a result, organizations should realign their talent management strategies with AI to drive HR processes while being mindful of ethical aspects, employee wellness, and sustainable business practices.

Moreover, new research qualifies skills important for employees working in digital workplaces as AI literacy and augmented analytics (Prashant Chandra Amit Dubey et al., 2024). As artificial intelligence transforms how human resource management processes run, organizations invest in training their workers to work well with systems relying on artificial intelligence. With AI literacy, employees realize and utilize AI functionalities in career development, performance tracking, and decision-making. According to Rachida (2020), the introduction of AI into human resource management has transformed almost every expectation of skills and digital competency with which the workforce engages for company workplace connection strategies leading to constancy on the revisions and updates of human resource policies. This rapid and transformative evolution calls forth organizations to cultivate a continuous learning environment among employees as well as up-skill and a readiness to adapt to digital advancements in order to remain alive and competitive in an AI world.

To conclude, artificial intelligence and digital manage HR techniques drastically change in a quick time in incredible ways talent acquisition, employee development, and organizational leadership. While AI enhances efficiency, engagement, and data-driven decision-making, XR technology, or learning experiences, and AI chatbots redefine different aspects of workplace learning. Yet ethical considerations such as algorithmic bias, digital fatigue, and data privacy are wide-ranging and call for proper governance and adjustment of policies in the future from these AI-driven HRMs. Research into employee engagement, job satisfaction, and sustainability in the workforce should involve the long-term effects of AI and digital HRM practices to ensure that AI-powered HR strategies align with human-centric values and ethical lenses in business practices.

3. Sustainability-Driven HR Practices

As a result, with sustainability on the rise within the purview of HRism, organizations have moved to adopt G-HRM, CSR, and SR-HRM to retain talent within their enterprises through employee engagement improved (Paulet et al., 2021;

Omidi & Dal Zotto, 2022). According to Paulet et al. (2021), organizations tend to show higher scale employee commitment and satisfaction in job terms as a result of such policies. However, prior research of Omidi & Dal Zotto (2022) has stated that the incorporation of sustainability and ethical employment policies in HRM strategy can produce the best result in brand reputation and long-term sustainable workforce. These express the growing relevance of sustainability initiatives embedded in the current practices of the HR function, mostly as far as talent acquisition is concerned in industries.

Gen Z workers would prefer to looking towards organizations or companies that would take sustainability and ethics into consideration as part of the approach in doing business. Scavarda et al. (2019) further argue that this generation tends to favor working for organizations that act responsibly socially and environmentally, forcing HR leaders in organizations to redesign employment policies to align with sustainability objectives. The setting up of green offices, the establishment of carbon footprint reduction strategies, and the development of responsible labor policies now separate other employers from each other. The studies also show that there is a correlation between Green HRM practices and employee productivity, job attitudes, and the organizational reputation (Aisha AlKetbi ; Rice, 2024; Shah Faisal, 2023). This means that companies that invest in sustainable workforce management are not only able to optimize operational efficiency but also spend much time making the workspace suitable for the interests of Gen Z employees.

According to Garai-Fodor (2021), the sustainability-driven HR policies create overhanging benefits of well-being, diversity, and corporate social responsibility-centric initiatives for employees. This thus means that the establishments appear more competitive to take up talents using greater retention rates compared to those that do not have mental health programs, inclusion policies, and green workplace introduced. Mukhuty et al. (2022) discuss further on the strategic transition to Industry 5.0 from Industry 4.0 as emerging issues concerning the future workforce in need of human resource policies that intertwine the integrated digital transformation aspects with sustainability. These new HR frameworks are envisioned for the entirety of balancing the technological innovations with ethical and environmental concerns to make effective businesses competitive yet improve employee satisfaction.

The role of circular economy principles in HRM, reductions in carbon footprints relating to working operations at a workplace, and challenges to the adoption of sustainable HRM strategies are among the enduring subjects of research in progress (Galdiero et al., 2024). Galdiero et al. (2024) say that proactive HR must necessarily make workforce planning, employee engagement, and reskilling programs interpretation of sustainability with the global environmental evolutions.

Meeting the generational expectations of sustainability-conscious employees poses a challenge to many organizations. Vieira et al. (2020) argue that Generation Z employees are inclined to search for a job in an organization that is indeed committed to environmental and social responsibility. This generational shift demands HR policies to be in line with sustainability expectations such as remote working options, minimum environmental consumption practices, and corporate volunteering opportunities. The interests of AI and sustainability in HRM go on as digitalization in sustainability in HR involves paperless HR processes, energy-efficient office space, and AI-driven sustainability monitoring systems, which all lead higher employee satisfaction and environmental consciousness (Alreahi et al., 2022).

Industries such as hospitality and banking already started adopting Green HRM strategies and sustainability training programs for reskilling, which are indicative for proving how sustainable HRM practices make a difference in workforce engagement and performance of the organization (Kuchciak & Warwas, 2021). In line with this, organizations with ethical employment and diversity and inclusion practices, responsible resource management, and strong hiring policies are more likely to meet the next-generation expectations of the workforce (Madero-Gómez et al., 2023). According to Madero-Gómez et al. (2023), the efforts that an organization invests in HR sustainability will enhance the viability of the business, with sustainability forming a core part of the modern workforce strategy.

In conclusion, this set of conditions is creating a new level of sustainability in HRM with regard to the development of a modern workforce. Green HRM, CR, and ethical employee practices are major players in attracting and retaining talent. According to research, spending on programs dedicated to environmental and social responsibility will always give a competitive edge in employer branding and retention. As Industry 5.0 advances, HR leaders need to reinvent their workforce strategies to integrally align sustainability with digital transformation as companies need to meet Gen Z employees' evolving expectations and recreate global sustainability goals. Future research should focus on empirical validation of sustainability-centric HRM models, industry-wise green workforce strategies, and the long-term effects of ethical employment practices on corporate performance and employee well-being.

5. RESEARCH GAP

Although substantial academic literature exists with regards to Generation Z employees and their respective expectations from HR practices, discrepancies exist in the amount of research on the practical application and functioning of HR policies in IT/ITES companies as highlighted by Gomes et al. (2022) and Waworuntu et al. (2022). The extreme values driving Gen Z workers include workplace flexibility, career advancement, and work-life balance as evident in the literature, whereas little scholarly work has focused on how IT/ITES organizations can best design and implement human resource policies that are efficient for the organization, yet cater to these expectations. Although many firms have adopted hybrid working arrangements assisted with digital engagement tools, there is not much empirical research that backs up the conversion of the above works into Gen Z employee satisfaction, performance, and retention rates. The changing HR practice impacts on talent acquisition and employee loyalty in the IT/ITES sector have further been an unexplored area potentially creating another significant gap in research with the intent of nurturing an understanding of how organizations can blend HR frameworks to retain and help engage the new workforce.

Now AI-based HRM has become a significant promoting agent to alter how Gen Z employees are motivated and behaved. Nevertheless, the research on AI-driven HR practices used for their human resource management is still wanting. The studies done by Berhil et al. (2020) and Priyashantha et al. (2022) highlight possibilities of AI for supporting recruitment, automation of performance evaluation, and strengthen employee engagement. However, empirical research demonstrating how the AI-driven HRM strategies do influence the employee experience, job satisfaction, and retention in IT/ITES organizations is still missing. Furthermore, AI has also been on record to address the problems of diminished hiring bias and enhanced workforce analytics; AI also comes with a fair share of ethical dilemmas, data privacy challenges, and algorithmic bias in decision making, which are issues in need of further researching. Future research should seek to evaluate AI-based HR systems through real-world case studies and industry-specific research, proving and sustaining the application of AI in HRM being both effective and ethical.

Another under-researched area is the effects of sustainability-related HR practices, including G-HRM and CSR, on Generation Z's organizational commitment and engagement in IT/ITES firms. Paulet et al. (2021) and Ari et al. (2020) assess that the importance of sustainability in HRM is sharply increasing, especially considering that Gen Z workers want to work for companies that adhere to ethical labor practices, environmental sustainability, and socially responsible initiatives. However, most studies often focus on general sustainability trends and their implications; less in-depth analysis is observed in generation-needs investigations regarding Gen Z. Research on how Green HRM affects Gen Z workers' job satisfaction, productivity, and retention is insufficient, especially in tech-dominated industries like IT and ITES. Along the way to green workplaces, adequate digital HRM are also being implemented by many organizations.

A colossal research gap also exists with respect to the contextualization of Gen Z workplace preferences among different geographies, sizes of organizations, and cultural settings. Existing studies frequently provide generalized conclusions regarding Gen Z expectations and work behaviors based on the flawed notion that these are somehow a constant across industries or regions. Cultural differences, economic conditions, and size of the company all play significant roles in altering Gen Z perceptions on work-life balance, career development, and work engagement. There arises a need for localized HR research that considers regional workplace norms and organizational structures along with industry-specific challenges. For example, Gen Z employees are likely to envisage starkly different expectations with respect to salary structures, job security, and benefits in the developed countries compared to the developing countries where economic stability and job availability fluctuate. The research should investigate how multinational IT/ITES companies can tweak their HR policies to their diverse cultural settings in Gen Z while still following a cohesive global-living HR strategy.

Besides this, how digital transformation has shaped the workforce expectations of Gen Z remains another poorly studied domain. With remote work, digital collaboration tools, and AI-driven performance evaluations, employee interactions with organizations have undergone considerable changes. Yet, the impact of these digital HRM strategies on how Gen Z perceives engagement, job stability, and career progression has received little study. While digital HRM is supposed to allow for an increase in flexibility and efficiency, questions about the harmful effects of possible digital fatigue, loss of human interaction, and job insecurity in AI-driven workplaces have hardly ever been raised. Future research should investigate the psychological and career-related implications of digital transformation, and the extent to which digital HRM strategies may enhance productivity and employee welfare.

In summary, even as the study of Gen Z employees and HRM strategies continues to proliferate, there exist some gaping holes. Future studies should analyze the real-life effectiveness of HR policies in IT/ITES organizations and should test AI-driven talent management strategies in empirical research, as well as assess the long-term effects of sustainability-oriented HR practices on engaging Generation Z employees. Furthermore, it will be imperative to delineate workplace expectations across geography, culture, and industries so that HRM strategies constitute a relevant contextual frame adaptable to diverse dynamics of the workforce. By addressing those gaps, organizations could design more effective, sustainable, and employee-centric HR frameworks that will fit Gen Z employees' ever-changing exigencies in the age of the digital economy.

6. CONCLUSION

Generation Z has permeated the labor field and in doing so has greatly influenced the human resource policies and practices in the IT/ITES sector that is powered by innovation, rapidity, and digital transformation. As discussed in this study, Gen Z employees seek flexibility in working conditions, career advancement, work-life balance, and volition to pursue meaningful engagement; therefore, Human Resources will have to shift their strategies. The very nature of managing the workforce that has lasted for decades shall be revised to incorporate Gen Z's expectations, focusing on digital HRM, AI-based processes, and sustainability-driven initiatives. With AI applied to HRM, recruitment has become efficient, personalized employee experiences, performance analytics, and data-informed and proactive HR operations. However, organizations must tread that fine line between automation and human contact to ensure that their AI-driven HR strategies are ethical, non-biased, and employee-driven.

In addition, the growing importance of sustainability-led HR practices can be seen as Gen Z's preference for organizations that are socially responsible and environmentally conscious. Initiatives on green HRM, corporate social responsibility (CSR) programs, and diversity, equity, and inclusion (DEI) are some differentiators that will matter most in employer branding and employee retention strategies. Organizations investing in sustainable practices, ethical labor policies, and mental well-being programs will have better chances to attract and retain Gen Z employees. Furthermore, this study emphasizes the need for more empirical studies to examine the effectiveness of AI-powered HRM tools, Gen Z workforce trends, and assessments of the long-term sustainability-driven HR policies in the IT/ITES sector. As the working landscape continues to evolve, HR leaders need to integrate technological advances and flexible working initiatives into a more holistic approach with sustainability, so that companies remain competitive, employee-oriented, and future-ready in an ever-evolving digital economy.

7. LIMITATIONS

This research is mainly limited to the review of existing literatures; seeking only secondary data or using already existing research findings but not primary data collection. Thus, this research lacks firsthand views of Gen Z employees or HR professionals, whose perspectives could be very useful in relating the identified HR strategies in real-life situations. Furthermore, the breadth of the literature is a limiting factor, since the studies specifically focused on research related to HR practices of the new Gen Z workforce in the IT/ITES environment are still developing. Many of the available literature studies present workforce trends through various generations, which do not necessarily have the locus to define these peculiar expectations regarding work and behaviors specific to Gen Z employees in an organization.

Another constraint is the geographical as well as cultural bias that belongs to the reviewed literature. On the one hand, this study offers an account of a global dimension. However, the quality and therefore the expectation of an employee's behavior differ greatly from one region to another, depending on the regional economic, cultural, and industrial conditions. The result typically does not reflect the reality of HRM in every IT/ITES company, especially in growing economies, where these companies and industries are at different stages of adoption on the digital transformation-sustainability scale. Moreover, while there is emphasis on AI applications in human resource management as a trend, the ethical and long-term effects of AI-driven HR strategies are still understudied since there are not many empirical studies. Future research should address the empirical validation through qualitative interviews as well as quantitative surveys towards Gen Z employees and HR practitioners as the foundation for filling these gaps and developing richer context-specific data-driven recommendations for HR policy adaptation in the IT/ITES sector.

8. SIGNIFICANCE OF THE STUDY

This research is an important piece that comes at a timely juncture considering HR policies and practices concerning `Gen Z' workers in the rapidly changing IT-ITES sector. Having seen the rise of technology from their birth to full-blown adulthood, Gen Z brings different expectations into their workplaces for flexibility, career development, meaningful work, and digitally enriched experiences. The insights provide pointers towards how HRM strategies need to change if they are to address these needs for improved engagement, productivity, and retention. The framework of this research considers AI-enabled HRM, digital transformation, and sustainability-oriented HR practices that serve as a backdrop for organizations to realign their policies based on the expectations of this new workforce. AI recruitment, personalized training with hybrid work options, the study suggests, can build the resilience of HR practice while meeting Gen Z's technological preferences.

Equally, this research is important because it emphasizes the nascent salience of sustainability-oriented HRM, highlighted by Green HRM and Corporate Social Responsibility programs. Given Gen Z's strong preference for employers that are ethical and environmentally responsible, organizations who incorporate sustainability into their HR strategies will have a better likelihood of attracting and retaining top talent. The study helps HR practitioners, policymakers, and business leaders to understand the changing dynamics in workforce management and prepare for anticipated changes in talent acquisition and employee engagement. Further, by suggesting gaps regarding the present understanding of HR literature, the study opens avenues for future research on localized HRM strategies, ethics of AI in workforce management, and the lingering effects of digital transformation on employee well-being. In a scenario where working top talent retention remains a paramount challenge, the research shall act as a strategic guide for organizations intent on developing adaptive, inclusive, and sustainable work settings for Gen Z employees.

9. FUTURE SCOPE OF THE STUDY

The future possibilities for this study emphasize that research could be expanded through empirical validation by collecting primary data from Gen Z employees and HR professionals. Deeply grounded in a strong literature review, the present study may benefit from qualitative interviews, surveys, and case studies generating first-hand knowledge with respect to AI-influenced HR practices, digital HRM tools, and sustainability-centered HR strategies. Beyond culture and regional preferences, further investigations can investigate the differences in Gen Z workplace expectations, with the realization that HR policies may vary widely between Western economies and emerging markets. Moreover, comparisons of HRM implementation strategies-typified by large IT multinationals and small IT/ITES firms-will lead to a better understanding of how organizational size and resources impact HR strategies for Gen Z employees.

An especially interesting aspect worth investigating is the long-term effects of AI and automation on HRM practices. The introduction of this study highlights AI in recruitment, training, and performance management; however, future studies should investigate ethics, algorithmic bias, and potential dangers from AI in HR processes, thereby replacing human judgment. Besides, with sustainability and Green HRM (G-HRM) gaining traction, the research should investigate how sustainability-led HR policies aid long-term employee satisfaction, corporate reputation, and overall business performance. With remote and hybrid work gains popularity, future studies can also look into how digital engagement tools have enhanced collaboration, mental well-being, and career growth among Gen Z employees. Ultimately, further interdisciplinary research connecting behavioral science, AI ethics, and sustainability studies will go a long way towards helping HR leaders design adaptive, inclusive, and future-ready workplaces that cater to the changing Gen Z workforce requirements.

CONFLICT OF INTERESTS

None.

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