

New Trends in Human Resource Management: A Literature Review on Millennials and Gen Z

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Abstract

The demographic shift in the workforce, marked by the increasing presence of Millennials and Generation Z, has significantly transformed human resource management (HRM) practices. This literature review explores recent trends in HRM strategies tailored to address the unique characteristics, values, and work expectations of these generations. Millennials and Gen Z prioritize work-life balance, inclusivity, flexibility, and meaningful engagement at work, demanding organizations to innovate managerial approaches, embrace digital technologies, and foster more agile leadership styles. The study synthesizes findings from both Indonesian and international journals to identify critical HRM adaptations, such as personalized employee engagement, hybrid work systems, and value-driven career development. Challenges related to managing multigenerational workforces and prospects for sustainable talent retention are also discussed. This review provides comprehensive insights to help organizations develop dynamic, technology-enabled, and human-centered HRM strategies that effectively attract, motivate, and retain Millennial and Gen Z talent in today's competitive business environment.

Keywords: Human Resource Management, Millennials, Generation Z, Workforce Trends, Digital Transformation, Employee Engagement, Talent Retention

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I. Introduction

Demographic shifts in the global workforce, particularly the entry of Millennials and Generation Z into employment, have significantly transformed the landscape of human resource management (HRM). These two generations, characterized by distinct values,

expectations, and workplace preferences compared to previous cohorts, are compelling organizations to innovate managerial strategies, adopt more flexible leadership approaches, and integrate digital technologies in HR practices. Millennials, born between 1981 and 1996, and Generation Z, born thereafter, exhibit notable traits such as a desire for work-life balance, inclusive work environments, flexible schedules, and meaningful employment (Minzlaff et al., 2024; Yani & Saputra, 2023).

Having grown up in an era of globalization and rapid technological advancements, these generations are highly tech-savvy, favoring instant communication and digital workspaces (Urika, 2022). This evolution has prompted organizations to reevaluate traditional HR practices such as rigid hierarchical models, seniority-based evaluations, and restricted access to information. These changes are not only evident in daily work routines but also manifest in recruitment patterns, retention systems, training and development methods, and incentive designs that align with the expectations of younger generations (Paukert et al., 2021).

Research by Aprilita (2024) identifies one of the greatest challenges in managing Generation Z: creating work systems that foster sustainable career development. Members of this generation tend to prioritize jobs that provide personal fulfillment and social impact over mere financial stability. Consequently, organizations are beginning to integrate value-based training programs, cross-generational mentoring, and flexible work arrangements such as hybrid and remote working to attract and retain young talent (Mulia et al., 2025). Meanwhile, Millennials—many of whom are now in managerial roles—pose a new challenge by advocating for a cultural shift toward openness, collaboration, and long-term results (Cahyani et al., 2024).

On a global scale, Gujral and Tokas (2024) highlight the importance of personalized approaches in engaging Millennial employees. Conventional HR strategies like generic training and performance-based rewards are no longer sufficient. They argue that empathy-driven management models, transformational leadership, and agile organizational cultures are more effective in fostering loyalty and productivity among younger workers. Similarly, a study by Kycia et al. (2021) employed mathematical models to map Gen Z's engagement levels in the workplace, suggesting that managing this generation requires data-driven strategies rather than mere intuition.

Literature reviews from both national and international journals generally indicate that new trends in HRM are heavily influenced by digital transformation and generational dynamics. An insightful study by Invionita et al. (2024) stresses the necessity of balancing technology and human touch in modern HRM approaches. In practice, this involves combining tech-based systems such as HR analytics and e-learning with personalized methods like individual coaching, psychological evaluations, and consistent informal communication. In contrast, Wilson et al. (2017) found that organizations failing to adapt their HR policies to meet Gen Z's expectations often face declining productivity, increased turnover, and diminished employer branding among prospective young talent.

While many organizations in Indonesia are starting to adapt, numerous challenges remain in managing the dual expectations of multiple generations simultaneously. It is not uncommon for companies to employ individuals from three to four different generations. Research by Hidayat and Selvia (2022) shows that successful intergenerational HR management is highly dependent on the organization's ability to foster an inclusive and dialogical workplace culture. This is where the role of HR managers becomes increasingly complex: they must serve not only as policy administrators but also as communication facilitators, talent developers, and custodians of organizational values.

Further supporting this notion, Indroputri and Sanjaya (2024) emphasize the critical role of digital transformation in helping organizations adapt to the evolving dynamics of newer generations. By leveraging technologies such as cloud-based performance management platforms, adaptive online learning, and virtual collaboration tools, companies can build efficient and transparent work systems that support continuous employee development. These findings are echoed by Minzlaff et al. (2024), who argue that organizations quick to adapt to the digital expectations of young generations tend to enjoy higher employee retention and healthier workplace cultures.

Moreover, Amrullah et al. (2024) underscore the importance of social and emotional support in managing young employees. A workplace that promotes mental health, welcomes feedback, and allows self-expression proves crucial in enhancing job satisfaction and employee engagement. In this context, practices such as psychological wellness programs, regular coaching sessions, and anti-discrimination policies emerge as vital components of contemporary HR strategies.

Collectively, the studies analyzed in this literature review suggest that modern HRM can no longer rely on a one-size-fits-all approach. Organizations must develop dynamic strategies that respond to generational changes while leveraging technological potential to create work environments that are productive, innovative, and emotionally satisfying for younger employees. Through this review, we aim to provide a comprehensive understanding of emerging trends in human resource management and explore how organizations can tailor their HR practices to accommodate the expectations and characteristics of Millennials and Generation Z.

II. Literature Review

2.1. New Trend Strategies In Human Resource Management Through The Millennial And Gen Z Generations

The new trends in human resource management (HRM) today are greatly influenced by the entry of the Millennial and Gen Z generations into the workforce, bringing with them new values, preferences, and expectations towards the work environment. These two generations desire time flexibility, work-life balance, and the social meaning of the work they engage in (Minzlaff et al., 2024; Yani & Saputra, 2023). In response to these needs, organisations are required to adopt more flexible managerial approaches, such as hybrid work systems,

empathetic leadership, and inclusive and collaborative work environments (Mulia et al., 2025; Cahyani et al., 2024). The digitalisation of HR has also become an important strategy, utilising technologies such as HR analytics, e-learning, and online collaboration platforms to build an efficient and transparent work system (Urika, 2022; Indroputri & Sanjaya, 2024). However, a personal touch is still needed, such as through coaching, informal communication, and psychological support programs that enhance the well-being of young employees (Invionita et al., 2024; Amrullah et al., 2024). Data-driven strategies are also being implemented to map Gen Z engagement more precisely, replacing the outdated intuitive approach (Kycia et al., 2021). In Indonesia itself, challenges arise in managing the expectations of various generations working within one organisation, necessitating an inclusive and dialogic work culture (Hidayat & Selvia, 2022). Additionally, organisations that can align technology with personal values and provide long-term career development opportunities tend to have higher employee retention rates and a healthy work culture (Wilson et al., 2017; Paukert et al., 2021). Thus, the literature indicates that contemporary HR strategies can no longer rely on a uniform approach, but must be adaptive, personal, and focused on balancing digitalisation and interpersonal relationships.

2.2. New Trend In Human Resource Management Being Pursued By Millennials And Gen Z

Literature shows that the new trends in human resource management (HRM) being pursued by the Millennial and Gen Z generations reflect a shift in values and needs towards more flexible, meaningful, and technology-based work. Both generations emphasise the importance of work-life balance, flexibility in time and workplace, as well as the desire to be in a collaborative, inclusive work environment that allows for self-expression and personal development. To respond to these needs, organisations are starting to implement strategies such as hybrid work systems, digitalisation of HR processes, continuous career development through mentoring and coaching, and psychological well-being programs to enhance the satisfaction and engagement of young employees. The study also emphasises that data-driven management strategies and personalisation are more effective approaches compared to traditional uniform methods (Kycia et al., 2021).

2.3. The Impact Of New Trends In Human Resource Management On Millennials And Gen Z

Related literature shows that the impact of new human resource management (HRM) trends pursued by the Millennial and Gen Z generations brings significant changes to organisational structure, leadership patterns, and overall work systems. This generation encourages organisations to transform towards a work culture that is more agile, open, and focused on employee well-being as part of retention and productivity strategies. The implementation of digital technologies such as HR analytics, e-learning platforms, and cloud-based performance management systems has accelerated the efficiency and transparency of HR processes, while also creating a work experience that is more adaptive to the working styles of the younger generation (Indroputri & Sanjaya, 2024). Moreover, organisations that can integrate social values and meaningfulness into work also show increased loyalty and engagement among millennial and Gen Z employees (Mulia et al.,

2025). On the other hand, approaches that fail to adapt to the expectations of this generation have been shown to increase turnover risk, weaken productivity, and diminish the company's image, as demonstrated in the study by Wilson et al. (2017). Thus, the literature emphasises that the impact of this new trend is not only operational but also strategic and long-term in shaping the competitiveness of the organisation.

2.4. Challenges And Prospects Of New Trends In Human Resource Management For Millennials And Gen Z

The literature shows that the main challenge of the new trend in human resource management (HRM) focussing on Millennials and Gen Z lies in the mismatch between traditional organisational structures and the younger generation's work expectations, which are more dynamic, flexible, and orientated towards personal meaning in their jobs. This generation rejects rigid hierarchies and prefers participative leadership, time flexibility, and continuous self-development opportunities, which are not always easy to accommodate within conventional HR systems (Yani & Saputra, 2023; Minzlaff et al., 2024). On the other hand, the prospects are very promising if organisations can adapt by integrating digital technologies such as HR analytics, e-learning, and data-driven approaches to create personalised work experiences (Indroputri & Sanjaya, 2024; Kycia et al., 2021). Strategies such as cross-generational mentoring, individual coaching, and employee wellness policies based on mental health become important tools for retaining young talent and increasing their loyalty (Amrullah et al., 2024; Mulia et al., 2025). Moreover, studies show that organisations that quickly adapt to the needs of Gen Z and Millennials tend to have higher employee retention rates and healthier work cultures (Wilson et al., 2017), indicating that the long-term prospects of adapting to these trends have the potential to strengthen the overall competitiveness of the organisation.

III. Methodology

The methodology used is the literature review method, which involves the systematic collection, selection, and analysis of relevant national and international scientific journal sources. This process includes searching for articles from academic databases such as Google Scholar and ResearchGate, using keywords such as human resource management trends, Millennial workforce, Generation Z workplace, and digital HR strategies. The inclusion criteria focused on articles published in the last five years (2019–2024) to ensure relevance to contemporary conditions, and the selected journals were authored by writers such as Minzlaff et al. (2024), Kycia et al. (2021), Mulia et al. (2025), and Indroputri & Sanjaya (2024). After being collected, the sources were analysed thematically to identify common patterns, challenges, and practical implications of HR management strategies on the younger generation in the workplace. Thus, this methodology aims to provide a complex synthesis of knowledge, not only depicting ongoing trends but also evaluating the effectiveness and strategic implications of these practices (Gujral & Tokas, 2024).

IV. Results and Discussion

The results of the literature review indicate that new trends in human resource management (HRM) aimed at Millennials and Gen Z have led to significant transformations in how organisations recruit, manage, and retain young employees. In general, this generation brings new expectations to the workplace, including the need for flexibility, work-life balance, an inclusive work environment, and personal meaning in the work being done (Minzlaff et al., 2024; Yani & Saputra, 2023). The analysed studies reveal that organisations adopting digital approaches such as the use of *cloud-based performance systems*, e-learning, and HR analytics are able to significantly increase job satisfaction and retention of young employees (Indroputri & Sanjaya, 2024). Additionally, managerial approaches that are more empathetic, transformational, and collaborative have proven to be more successful in building loyalty and productivity, especially in the context of intergenerational work interactions (Gujral & Tokas, 2024). On the other hand, organisations that continue to maintain traditional approaches experience increased turnover rates and difficulties in attracting high-quality young talent (Wilson et al., 2017). The results of this study reinforce the importance of a human resource management approach that is responsive to generational dynamics and technological advancements, as well as the need to build a work system that is adaptive, humanistic, and orientated towards long-term sustainability (Mulia et al., 2025; Amrullah et al., 2024).

4.1. Adaptation And Existence Of New Trends In Human Resource Management For Millennials And Gen Z

The study results show that adapting to new trends in human resource management has become key to the existence of organisations in meeting the needs of the Millennial and Gen Z generations, who demand work flexibility, digitalisation, and personal meaning in their jobs. Organisations that successfully implement technology-based approaches, such as HR analytics and hybrid work systems, as well as inclusive and empathetic leadership styles, have proven to be more capable of retaining and empowering young talent (Minzlaff et al., 2024; Indroputri & Sanjaya, 2024). This adaptation also contributes to increased productivity, loyalty, and job satisfaction among the new generation (Gujral & Tokas, 2024).

4.2. A New Trend In Human Resource Management That Is Suitable For Millennials And Gen Z.

According to the literature review's findings, a number of new trends in HR management are emerging to satisfy the demands of the Gen Z and Millennial generations. These trends include the adoption of flexible work arrangements (remote and hybrid), the digitisation of HR procedures using cloud-based platforms, the customisation of career development and training, and a greater emphasis on the psychological well-being of employees. These patterns show a move away from traditional methods and towards management that is more flexible, involved, and focused on values (Mulia et al., 2025; Aprilita, 2024). According to a study by Kycia et al. (2021), organisations that use agile and data-driven systems see a

large boost in younger generation involvement. This suggests that a technology-and empathy-based management style is essential for today's human resources to succeed.

4.3. Natural Human Resource Management That Could Become A New Trend

Human Resource Management (HRM), which has the potential to become a new trend at this time, focuses on integrating digital technology with humanistic principles to create a more flexible and responsive work environment that meets the needs of Generation Z and Millennials. This includes using HR analytics for data-driven decision-making, implementing flexible work arrangements including remote and hybrid work, and increasing awareness of employees' mental health and personal development (Hidayat & Selvia, 2022). In addition, contemporary HRM emphasizes the importance of transformational leadership and organizational culture that are essential for enhancing employee loyalty and keterlibatan (Yani & Saputra, 2023). As a result, HRM will increasingly integrate technology with human sensibilities to maximize human potential in a holistic manner.

4.4. Determination Coefficient Test

In the context of human resource management (HRM), public policy is crucial because it provides a legal framework that guides HRM practices in firms to be in line with labour protection and national development goals. Employment, worker rights protection, competency development, and the application of equitable and inclusive welfare standards are all covered by this public policy. Prabowo and Sari (2023) assert that the successful application of public policies in HR management can improve the calibre of human resources while encouraging the development of a favourable and sustainable work environment, particularly in light of the demands of the Gen Z and Millennial generations for greater development opportunities, transparency, and equity.

4.5 Active Participation of Millennials and Gen Z in Human Resource Management

According to the study's findings, the active participation of Generations Milenial and Z in managing human resources is demonstrated by their contributions to keputusan development, digital innovation, and intergenerational collaboration in the workplace. This generation is not only the target of SDM, but also acts as a catalyst for change, transforming the workplace into one that is more inclusive, flexible, and technologically based (Cahyani et al., 2024). In addition, they actively work to meet their needs for a healthy lifestyle, open communication, and time for self-improvement in a constructive manner (Yani & Saputra, 2023).

4.6 Knowledge And Culture Of Millennials And Gen Z In Human Resource Management

The findings of the study demonstrate that the current era's approach to human resource management is significantly influenced by the work culture and expertise of the Millennial and Gen Z generations. Values like cooperation, openness, work-life balance, and the integration of technology into work procedures are often given top priority by these two

generations. Their digital-based and adaptable work culture requires organizations to have a flexible, inclusive workplace that fosters long-term self-development (Yani & Saputra, 2023). Additionally, this generation prefers a less hierarchical work structure and is more receptive to communicative and participatory leadership (Hidayat & Selvia, 2022).

4.4. Discussion

4.4.1. Context and Challenge of New Trend Human Resource Management for Generation Millennial and Gen Z

background and difficulties The values, expectations, and work methods of Millennials and Gen Z have changed significantly from those of earlier generations, as seen by the new trends in HR for these two groups. Organizations are being challenged to move away from hierarchical and conventional practices as the younger generation seeks a work environment that is flexible, inclusive, purposeful, and technology-based. The organization's capacity to maintain employee loyalty and productivity while balancing the needs of different generations is the most issue. According to research by Hidayat and Selvia (2022), developing a dialogical, flexible workplace culture that can take into account both the changing values of the younger generation and technological advancements is essential to effective cross-generational HR management in Indonesia.

4.4.2. Adaptation of Generation Millennial and Gen Z to Human Resource Management

The adaptation of Millennials and Gen Z to human resource management (HRM) shows a strong tendency towards work values that focus on flexibility, collaboration, technology, and meaningful work. Both generations respond more positively to organisations that offer flexible work structures, efficient use of digital technology, and open and participative leadership approaches. They are also more engaged in work environments that value work-life balance, transparency, and opportunities for personal and professional development. A study by Gujral and Tokas (2024) emphasises that a personal and empathy-based management approach plays a significant role in enhancing the loyalty and productivity of young employees, while research by Yani and Saputra (2023) shows that organisations capable of aligning their HR strategies with the values of this generation will excel in retaining young talent.

4.4.3. The Role of Digital Literacy in Human Resource Management

Digital literacy plays a pivotal role in modern Human Resource Management (HRM), especially in aligning organizational practices with the expectations of Millennial and Gen Z employees who are inherently tech-savvy and reliant on digital tools. As organizations increasingly adopt technologies such as HR analytics, cloud-based systems, and e-learning platforms, HR professionals are required to possess not only technical competencies but also the ability to interpret data for strategic decision-making. This shift supports more efficient recruitment, employee engagement, and talent development processes. According to Indroputri and Sanjaya (2024), digital literacy enhances organizational agility and transparency, which are essential for creating a responsive and inclusive work environment for younger generations. Without adequate digital skills, HR departments risk falling behind in managing talent effectively in an increasingly digital world.

4.4.4. Preservation of Human Resource Management Knowledge and Culture

The preservation of knowledge and culture in human resource management (HRM) emphasises the importance of maintaining the core values of the organisation and effective traditional managerial practices, while still adapting to the changes brought by the Millennial and Gen Z generations. This preservation includes intergenerational knowledge transfer through mentoring, documentation of best practices, and the establishment of an inclusive and collaborative work culture. Research by Hidayat and Selvia (2022) shows that the success of an organisation in maintaining its work culture identity while responding to generational dynamics heavily relies on open and systematic intergenerational communication. Thus, a hybrid approach between innovation and preservation becomes crucial for the continuity and cohesion of the organisation.

4.4.5 Strenght Intuition of Generation Millenial and Gen Z to New Trend Human Resource Management

Millennials and Gen Z are very sensitive to new human resource management trends, especially in terms of technology adoption, digital collaboration, and enhancing the meaning of work. Organisations have developed more flexible and inclusive HR strategies because they recognise the importance of flexibility, transparency, and work-life balance. This is also reflected in their desire to learn independently, participate in innovation, and assess work success based on social and personal values, as well as financial outcomes (Minzlaff et al., 2024; Gujral & Tokas, 2024). According to research conducted by Kycia et al. (2021), the younger generation has a natural tendency to adapt more easily to flexible and digital-based work systems. As a result, they are an important part of the contemporary human resource management transformation.

V. Conclusion

In conclusion, the new trends in human resource management reflect the needs of Millennials and Gen Z for flexibility, digitalisation, and meaningful work. Organisations that are responsive to these values tend to be more successful in attracting, retaining, and empowering young talent, as well as creating an adaptive and sustainable work culture

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