

A Study on impact of Innovative Ideas and Digital Fluency on the performance of the Generation Z workforce

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Abstract- The Generation Z workforce have changed the dynamics of the business environment significantly with their unique perspective towards work. This Generation of employees are easy adaptors of technology and have an unconventional style of working. The paper focuses on the impact of the innovative ideas and digital fluency on the performance of the Generation Z at the workplace. The study was conducted with 205 respondents and the data was analysed by conducting a Multiple Linear Regression (MLR) test. The results showed a positive relationship between the dependent and the independent variables.

Keywords: Innovative ideas, Digital fluency, Gen – Z workforce.

I.INTRODUCTION

The Generation Z is considered to be the digital centric which has more knowledge about the technology and these generation is raised along with the social web. The population born in between the 1997 and 2012 is regarded as the Gen Z and this generation is known for the technology savvy, as the generation is growing up along with the use of technology, which makes them proficient in using these technology. This is generation whose attitude is considered to be way different from the other previously born generations. The organization in order to utilize the potential of this generation needs to ensure of understanding the characteristics and the behaviour of this Generation – Z workforce. With a better understanding about this generation the companies will be able to recruit as well as retain the potential workforce with themselves for the longer duration. The Gen Z workforce has brought in lot of significance in to workforce, as they replace the baby boomers. The skill sets and behavioural approach of this generation is considered to be unique. The Gen- Z easily accept and adjust with the

differences such as gender, race, religion, and region that exist in the workplace which as a result will help the organization to create a working environment which is diversified and inclusive (Singh, 2016) The workforce of the Gen – Z in the organization is gradually se increasing, on the other hand it is an challenging factor for the organization to handle this new generation coming in, therefore they need to understand about this Gne –Z characteristics and uniqueness in order to retain them. Gen Z is seen to be highly independent and has the spirit of entrepreneurship within them, and this generation likes to take up the risks and explore the new opportunities that comes in the way to learn and grow. Such a mind-sets are essential for the organizations, hence need to be valued and utilized properly. Workforce which thinks out of box will come up with new innovative ideas from which products and services can be developed helping the organization to improve as well as improving their own performance. The study here highlights on the importance of Gen – Z workforce which will be with greater proportion in the next upcoming decades (Ganguli, 2022).The Gen – Z is considered to be the main centre of future, who are considered as the current entrants getting into the workplace, Gen – Z will be the one which is going to grow at the faster phase in employee workforce. The Gen Z has the ability perform multitasking, and it is easier for the Organization to bring in new technological advancements into the work and train Gen Z accordingly as Gen – Z are easy adaptors to the new technology. Organization needs to capture the potential of Gen – Z by bringing in modifications in the policies with regard to the recruitment and retention. Policies needs to be made after understanding and recognizing the preferences of the

Gen –z workforce, ensuring to keep them engaged and motivated (Gaidhani, 2019).

II.REVIEW OF LITERATURE

This paper focus on the various challenges that is being faced by the organizations in managing the Gen Z, the authors in this paper suggests that it is a need to restructure the HR policies and practices in order to match with the needs of the employees who are of Gen Z, who likes to work with the technology, and need to have a work and life balance. The paper mentions about the various factors which will be having an influence on performance of the Gen Z. At last the authors suggests that HR need to first need to have a deep understanding about the Gen Z, in order to utilize their talents and keep them engaged (Aggarwal,2020). The paper here highlights about the challenges faced by the Gen Z in the workplace, especially in handling the technology, the authors says that, Gen Z knows about the technology but aren't really skilled to use them effectively at the workplace in meeting the required demands. The paper mentions about the gaps that exist in the skills and author suggests that, it is important to reform the educational system to provide the necessary and relevant training programs to properly use the technology. At last the authors concludes, by saying that educational system and policy makers need to work collaboratively to fill the gap (Berger,2019). The paper explores the difficulties faced by the organization in managing the Gen Z, especially at the workplace. The authors says that the expectation of these generation is unique and have a different characteristics as well. The paper provides a strategies that can help the organization in attracting, keeping employees engaged and also to retain them for a longer term. The authors suggests that organization need to ensure to provide enough opportunities to the employees for their growth and development (Gawas,2019). The paper highlights about the satisfaction as well as the performance of the Gen Z in the virtual working and direct face to face working with a teams. The paper is based on the survey of the employees who were part of virtual and also in teams directly. And the results showed that the performance as well as the satisfaction level was high when worked in teams directly compared to virtual. But when only Gen Z were taken in consideration, it was seen that, performance and level of satisfaction was high and

better virtually compared to face to face teams (MAJ,2022). The paper is based on the survey conducted which includes 237 employees working in Software Company, and all 237 are from Gen Z, working in different companies. The paper shows that there is a negative impact of job satisfaction, commitment of organization on the turnover intention of the Gen Z, the results also showed the positive impact on turnover intention which was influenced by job stress. Hence this paper, overall gives an important information about the factors, which influence the gen Z with regard to the turnover intention (Gaan,2022). This article which gives more focus on the characteristics of the Gen Z, particularly at the work. This article gives a valuable information with respect to the understanding the generation and managing these employees. The books suggests that communication with employees from the employer, proper training with the use of technology, and creating a balance between work and life need to be given attention from the company side, in order to ensure to retain employees of Gen Z and also attract more such talents in to the organization hence this article has lot of important insights that helps the organization(Newswire,2023).The paper talks about the use of technology by the organization in training the Gen Z employees in the organization. The authors says that Gen Z prefers to get more personalized training which is on demand in the industry. The author in this paper suggests the organization to ensure of providing an on demand training particularly these trainings should be technology based, the paper also mentions about the need of continuous training as it helps to retain the employees and increase their contribution to the organization (Young,2022). This paper mainly highlights about the behavioural aspects of Gen Z which includes the anxiety levels, when they enter the work. The study shows that Gen Z are more anxious and get stressed easily compared to previous generations, the reasons for this could be the pressures from academic and skill demands, pressure from social media, work pressure, all these factors do have an impact on the performance of the employee in the organization. The paper also discusses about the strategies that company should adopt in order to help the employees to handle the anxiety and stress (Shellenbarger,2019). The paper talks about the various factors which will act as motivation for the Gen Z employees. The study is based on the survey

and results shows that gen z employees gets motivated from the factors such as environment which challenging and meaningful, a place which will give them a platform and opportunities for the further career growth and development, and work life balance. On the other hand the study shows that factors such as salary and additional benefits do have its importance in motivating but these can't be the major factors in a long run for Gen Z workforce (Dwivedula,2020).

The paper here explores about the impacts from the Gen Z on the productivity, the author has an suggestion, that organization need to utilize the ability of the Gen Z with proper planning and enhance their productivity towards the organization. The author also says that by properly structuring the path, and communicating clearly with employees and providing guidance about the work flow, one can get more work done from the Gen Z, which also includes providing an environment where they can explore the new opportunities and use their creativity and innovation (Morris,2019). In this paper the preferences and expectations of the Gen Z with regard to the benefits and compensation is given more focus. A survey was done and result shows that it is not always the financial benefits that is expected from the Gen Z instead it includes lot of non-financial aspects which they value more and these non-financial aspects keep them motivated as well, the authors mentions some of the non-financial aspects such as flexibility in the work, positive environment, well-structured organization which offers opportunities for their growth, are the aspects which Gen Z values and prefers more. Hence, author at the end suggests organization to properly align the Gen Z preferences with the company's objective and goals, which helps company to motivate and retain (Acheampong,2021). The authors in this paper discusses about the characteristics of the younger generation that is Gen Z, and the challenges faced by them at the workplace. The author suggests that it is important for the organization to bring in changes in the structure, culture and the various management styles and adopt with accordance with the preferences and changing trends in order to adjust with the Gen Z and utilize their potential to the optimal, ensuring the increase in the performance of the organization. With better environment and training opportunities for the development of employee will help the organization to attract the Gen Z talents to their organization (Baum,2020). The paper highlights

on the key concepts that can help the organization to increase the organizational performance from the Gen Z workforce, concepts such as recognition, importance of rewarding the employees and retaining the employees is given more focus in the paper. The paper also mentions about the strategies which can be helpful in retaining the Gen Z employees in the organization which includes recognizing the employee and also rewarding them for the good performance. The findings in this paper suggests that company need to provide clarity about the career growth which acts as a motivation to the Gen Z employees (Ramesh,2013). The paper here discusses about the different kinds of opportunities the Gen Z gets at the workplace, and challenges that need to be faced by them while entering the workforce. The author emphasis on the features and requirements which are necessary in building a successful working environment and career for the Gen Z employees by carefully understanding the behavioural aspects and preferences. The author suggests organization to effectively utilize these talents by providing proper guidance with mentoring sessions (Flippin,2017).

The paper highlights the most important key points which should be known and understood by the HR professionals about the Gen Z. the authors also look into the characteristics of the gen Z and understand that this generation desires for the work-life balance, has a preference to work in collaboration. The author here also discusses about the effects of these on the organization, which makes it need for the HR to come up with new effective management ideas to manage the new generation, and helping the organization (Lanier,2017). The authors in this paper has given more focus on the features and the characteristics posed by the Gen Z and their behavioural aspect as well as the attitude this generation has towards the work. Here in this paper the authors' opinions that Gen Z is completely different from the previous generation which makes it a necessity to understand the values and the preferences of the generation Z, topics with related to the technology aspect, opportunities for Gen Z to learn for the further growth and the importance of the work life balance, and challenges faced by organization such as handling the expectations of the Gen Z and has been discussed(Kapil,2014).The KPMG examines the skillsets such as use of technology in an easy way which will be helpful for the organization in its growth. The KPMG after

referring the various sources and has also look into the surveys relating to the Gen Z and were able understand about the expectations of the Gen Z and have listed few, which includes the Gen Z prioritizing more about the career path, and they always prefer to do a meaningful work and create a balance between the work and life, the Gen Z keeps on looking for the opportunities to utilize and grow. The paper also mentions about the need to adapt the strategies and come up with more attractive and advanced one which will help the organization to attract and utilize the Gen Z and also to retain them for a longer term (KPMG,2018). The author in this paper discusses about the uniqueness that the Gen Z has, and there mind-set of ownership or entrepreneurial mind-set, and the importance these Gen Z gives for doing the work meaningfully. The author here highlights on the importance of the organization to provide an environment which is supportive and a positive environment which will helps the Gen Z to explore more and come up with more creative and better ideas. The author also says that, the organization needs to invest in the training programs to provide an effective technology related programs which helps the Gen Z to get advancement in their work (Link,2014). The paper highlights on the potential that the Gen Z has, which can have an implications to the entire business world. The author says that the generation z are very quick to learn new things and keep them updated with the current market conditions. The author says that it is the responsibility of the organization to ensure of identifying the talents and creating a proper path which will enhance the Gen Z workforce growth, as a result the organization on the other hand also gets benefited from their performance. The organization has to provide them with the opportunities which makes the Gen Z to understand their areas of strengths and weaknesses and contribute to organization accordingly (Merriman,2015). Authors in this paper mainly focuses on the desires of the Gen Z workforce, and suggests organisations to first understand the desires and expectations of the Gen Z from the organization and then can utilize the talent and their strengths optimally. The author mentions some of the desires of gen Z which includes, to work in groups and would like to have interactions with the peers and learning through practical application, and prefers from the visualization more than lecturing, hence the organization needs to provide such opportunities to the

Gen Z workforce and should also align them with the organizational objectives (Mohr,2017).The paper looks into the relationship and between the gen Z workforce, the technology and the social interests. The paper also examines about the use of technology by the gen Z for the purpose of communication as well as socialization. The author highlights on the fact that the dependency of Gen Z on technology for connecting, socializing on one hand is helping to stay connected with each other but on the other end reduces the face to face interactions which are necessary in the organization, hence the author suggests, to create a balance between the use of technology to stay connected and also have a face to face direct interaction in the organization, to strengthen the organization as a whole (Turner,2015).The authors emphasizes on the sustainable strategies which need to be adopted by the organization to utilize the talent and potential of the Gen Z workforce. The paper focuses on the need for implementing the strategies which are sustainable and also which are attractive for the Gen Z, keeps them engaged with the work and the strategies which helps to retain the Gen Z for a longer duration. The strategies should also focus upon creating working environmental culture with positivity and inclusivity, providing the necessary opportunities for the employees to build their career, flexibility in the working hours, most importantly the organization needs to ensure to align these with the organization objectives and values (Bharat,2018).

The author examines the perception of Gen Z towards the work, the paper highlights on the different characteristics and the attitude and the views of the Gen Z in relation to work. The author says that the needs and the preferences of the Gen Z workforce shouldn't be ignored by the organization, instead organization has to ensure to study the behavioural aspects of the Gen Z, their perspectives towards the work and organization which helps the organization to train the gen Z accordingly(Iorgulescu,2016).The author focuses on the importance and the need to understand the Gen Z workforce as this Gen Z will be the future workforce which the organization needs to rely upon. The author highlights that, the organization needs to ensure to train and develop the Gen Z effectively as the future workforce in the organization will be made of the Gen Z, hence the organisation needs to provide a better opportunities and result in developing the employee from all the angles which

helps the organization for the better future in the industry. The author also discusses about the efforts of organization in developing the new strategies to handle and manage the Gen Z workforce in the organization (A.P Singh,2011).The authors explains the gaps that exists in the employees belonging to the Gen Z and discusses about the impacts these gaps on the job satisfaction as well as on the commitment towards the organization. The author emphasizes on the need and importance of filling these gaps by organization in order to create a environment which is positive, and helps the employees to remain engaged and productive in their work. On the other hand the company will also get benefitted as with better strategies to bridge to gaps will be able to retain the employees (Arpita,2020). The paper highlights on the impacts of pandemic on the work of the Gen Z, the author discusses about the gen z workforce characteristics, behavioural aspects particularly in the context of the remote work, and the digital communication which gained more importance during pandemic as well as working collaboratively through virtual. The paper explains the various effects of the pandemic on the Gen Z relating to the job security, career tensions and lastly mental wellbeing. Hence the author highlights the importance of the connecting with people socially (Becker,2021). The author explains the role that is played by the Gen Z workforce at the workplace. The author talks about the managing the Gen Z workforce at the workplace needs lot of efforts need to be put in by the HR and an organization as a whole. The paper has included the Bibliometric analysis which is done on the Gen Z. the author explores the different characteristics of the Gen Z, and says that the characteristics of the Gen Z itself if diversified which makes it complex for the organization to understand about it, hence more efforts with better strategies need to be made by the organizations in understanding the Gen Z(Benítez-Márquez ,2021).The author explores the different expectations, which is expected by the Gen Z for the need of effective process of On-boarding. The author highlights on the need for the organization to adapt their strategies with regard to the On-boarding process and align them with the expectations of the Gen Z and the organization also need to ensure to integrate these with its objectives. The paper emphasizes n the importance of promoting the social connections in the organization (Chillakuri, 2020). The paper highlights

on the leadership quality that exist in the Gen Z, the author has an opinion that Gen Z would able to deal with the situations that are highly complex, uncertain which arises in the business. Hence the paper discusses about organization providing enough opportunities for the Gen Z where they will able to execute their leadership and showcase their talents, and on the other hand this also helps the organization to identify and develop these talents as well as correct the faults if any and create a better workforce. The author also suggests to provide mentoring now and then to act as a guide(Deepika, 2021). The focus in this paper is given at the emergence of the Gen Z workforce and their importance in the industry is discussed. The author mainly explains the potential this generation has, and its impacts on the various sectors. Discussion with regard to the social responsibility aspects which can be seen the gen Z has been explored, the author suggests that Gen Z can be utilized in the industries only after providing a better training programs. The author also asks organisations from various sectors to ensure to invest in the training the Gen Z workforce to make them more effective and to have a strong workforce for the future (Goh, 2018).

IV.METHODOLOGY

In this research th primary as well as the secondary data has been used for the study, a sample size of 205 responses were used for the purpose of analyzing the data. The data has been analyzed using the SPSS software, the respondents of the study belong to the Generation – Z workforce.

For the purpose of the data analysis, multiple linear regression has been used to identify if there is any significant relationship between the dependent and independent variables.

In the study, organizational performance of the Generation – Z workforce is considered as the dependent variable

The independent variables are:

1. Innovative ideas - Innovative digital platform, Collaboration at work, Agility in work, Mobility, Experimentation, Open discussion
2. Digital fluency - Usage of the gadgets, Adapting to new changes in technology Efficiency in using technology, Digital awareness, Understanding technology, Problem - solving using technology.

V.OBJECTIVE OF THE STUDY

The study primarily aimed to identifying the following-

1. To identify the impact of innovative ideas on the performance of the Generation Z at workplace.
2. To identify the impact of digital fluency of the Generation Z on their performance at work.

VI. HYPOTHESIS

Innovative ideas

(H1): Innovative ideas of the Gen – Z workforce has the positive impact on the organizational performance of the employees.

(H0): Innovative ideas of the Gen – Z workforce does not have positive impact on the organizational performance of the employees.

Digital Fluency

(H1): Digital Fluency of the Gen – Z workforce has the positive impact on the organizational performance of the employees.

(H0): Digital Fluency of the Gen – Z workforce does not have positive impact on the organizational performance of the employees.

VII.INNOVATIVE IDEAS

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .731 ^a | .534 | .520 | .638 | 2.001 |

a. Predictors: (Constant), Open discussion at work of the Gen Z workforce has a positive impact on their performance., Collaboration at work of the Gen Z workforce has a positive impact on their performance., Experimentation of the Gen Z workforce has a positive impact on their performance., Mobility of the Gen Z workforce has a positive impact on their performance., Agility in work of the Gen Z workforce has a positive impact on their performance., Innovative digital platforms used by the Gen Z workforce has a positive impact on their performance.

b. Dependent Variable: Innovative ideas of the Gen Z workforce has a positive impact on their performance. In order to find if there is any significant relationship in between innovative ideas of the Gen – Z workforce and the organizational performance , a Multiple Linear Regression (MLR) was conducted , the results showed an Adjusted R square value of 0.520 and the Durbin Watson Score of 2.001 (which lies in the significant range) indicates that there is a positive relationship between innovative ideas and the organizational performance of the Gen – Z workforce , thus the null hypothesis is rejected and the alternative hypothesis is accepted.

VIII.DIGITAL FLUENCY

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .765 ^a | .585 | .572 | .607 | 1.873 |

a. Predictors: (Constant), Problem - solving using technology by the Gen Z workforce has a positive impact on their performance., Adapting to new changes in technology by the Gen Z workforce has a positive impact on their performance., Usage of the gadgets by the Gen Z workforce has a positive impact on their performance., Digital awareness of the Gen Z workforce has a positive impact on their performance., Understanding technology by the Gen Z workforce has

a positive impact on their performance., Efficiency in using technology by the Gen Z workforce has a positive impact on their performance.

b. Dependent Variable: Digital fluency of the Gen Z workforce has a positive impact on their performance. In order to find if there is any significant relationship in between digital fluency of the Gen – Z workforce and the organizational performance , a Multiple Linear Regression (MLR) was conducted , the results showed

an Adjusted R square value of 0.572 and the Durbin Watson Score of 1.873 (which lies in the significant range) indicates that there is a positive relationship between Digital fluency and the organizational performance of the Gen – Z workforce , thus the null hypothesis is rejected and the alternative hypothesis is accepted.

IX.FINDINGS

- The study makes it clear that Gen - Z employees are useful in bringing in new and fresh perspectives with lot of innovation into the work and workplace, these innovative ideas well help the organization as well as the employee to enhance their performance.
- The Generation – Z are grown along with the influence of the technology making them a digital fluent helping themselves to quickly update and adapt to the new advancements in the technology field.
- Gen Z workforce communicate as well as collaborate through various different forms of communication channels such as messaging or Virtually conference or it could be other collaboration platforms. Through this they work along with the team leading to sharing of knowledge and team building.

X.SUGGESTIONS

- Organization as to ensure that they create a culture within the organization which encourages the employees with innovative ideas to present their innovative ideas. This could be through setting up the platforms where employees can present their ideas and showcase their creativity. Organization should also ensure that the ideas which are discussed and shared by the Gen Z work force are properly evaluated and useful ones are implemented.
- It is suggestible to conduct various training and development programs which help the Gen Z employees to upgrade their skills to stay updated with the current market and trends which as a result improves their performance.
- Organizations should encourage and create space for collaborations between the Gen z employees with other generation of employees working in the organization. Through this approach the Gen Z will get guidance from the other elder generation and also results in creating a positive and supportive workforce.
- Organization needs to provide a flexible working arrangements which supports in creating a

balance between the work and life, which as a result increases the performance of the Gen - Z with higher level of satisfaction about the work.

- Implementation of mechanism to recognize and reward the innovative Minds and contributions of gen Z employees has to be implemented. Through which gen Z workforce gets motivated to contribute more towards the organization also helping themselves in getting better in terms of performance.

XI.CONCLUSION

The gen – z workforce, entered the job market during the day and age of digital transformation. The Gen – z are more risk averse, as compared to the previous generations. Due to the exposure of different forms of technology the gen – z workforce are considered to be more tech savvy. The Gen Z are considered to be dynamic in nature, as they expect their workplace to be challenging and enriching. Organizations can find it challenging in managing the Gen Z workforce as they are significantly different from other generations of the workforce. The study deals with the impact of the innovative ideas the digital fluency of the Gen Z workforce on their performance in an organization. By conducting a Multiple Linear Regression (MLR) test, it was identified that innovative ideas and the digital fluency of the Gen Z workforce have a positive impact on their performance at work.

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