

Maximizing Gen Z Engagement: A Modern Approach to it Sector Talent Management

Aarti Sehgal* Disha Garg**

Crisis in Generation Z Employee Retention in the IT Industry due to the rapid digital transformation witnessed in the IT industry, the challenge of retaining the Generation Z employee has become more pronounced, whose workplace expectations and career interests are different from the previous generations. This research aims to obtain better information on combination of AHP (Analytic Hierarchy Process) into talent management systems regarding Gen Z retention in IT ventures.

AHP, which stands for Analytic Hierarchy Process, is one of several multi-criteria decision-making (MCDM) methods users can employ to structure their thoughts in a systematic manner, allowing them to prioritize factors affecting Gen Z retention, including work-life balance, career growth, workplace culture and compensation. By doing so, organizations can tailor retention strategies that meet Gen Z expectations by weighting key variables. This study demonstrates a model to solve with AHP and highlights that how AHP model is applicable to find out employee engagement and satisfaction drivers while providing HR leaders a structured perspective.

The analysis indicates that a methodical AHP-based talent management strategy will improve job satisfaction lower attrition rate and create a flexible/socialized workplace environment. Furthermore, this study highlights the importance of providing continuous feedback mechanisms and personalized career development plans in reinforcing Gen Z retention initiatives. The framework presented will provide relevant and useful information to IT companies for designing HR policies aiming for long-term workforce stability.

Keywords: *Talent Management, Gen Z Retention, IT Industry, AHP, Multi-Criteria Decision-Making, Employee Engagement, Workforce Stability, Career Growth, Work Culture*

INTRODUCTION

A generational change is taking place in the Information Technology (IT) industry with Generation Z (Gen Z), those born between 1997 and 2012, entering the labor market. The identification of talent is very important from

* Associate Professor, Rukmini Devi Institute of Advanced Studies, Delhi

** Assistant Professor, Institute of Information Technology & Management, Delhi

the prospective of building future workforce (Blanco, M. R., & Golik, M. N. 2021). The cohort stands in stark contrast to preceding generations: they are digitally fluent, they prioritize workplace flexibility, and they have a singular focus on meaningful work. Gen Z work preferences compared to millennials the previous generation, millennials, were the first to experience a digital transformation in society. Gen Z has never known anything but technology and grown up using it from the moment they were born (Francis & Hoefel, 2018). So organizations will find it very difficult to retain Gen Z talent, especially in the IT industry where jobs are readily available and employees readily switch to jobs that better match their values and aspirations. Research is beginning to explore approaches to understanding and addressing factors, particularly among the newest generation of workers (Schroth, 2019) however traditional models of managing talent fail to consider the concerns of this generation. Gen Z seeks a personal connection with the charities and causes they support. Additionally, social media and its influence play a significant role in shaping their perceptions of meaningful charitable giving (Konstantinou, I., & Jones, K. 2022).

It has become a trend in the IT space for companies to face retention issues with Gen Z employees, with many young professionals planning to switch jobs in less than two years however replacement planning is the process of identifying both short-term and long-term successors to ensure that organizations have qualified individuals ready to take on key roles in case of unexpected vacancies or urgent situations (Rothwell, W. J, 2011). A global survey by Deloitte (2022) indicated that 40% of Gen Z employees have intentions to quit within 2 years due to a lack of career development opportunities, work-life balance issues, and unpleasant company culture. High employee turnover leads to operational headaches but can also drive up recruitment and training costs, making this a grave concern for many IT firms. Against this background, organizations need to move toward data-driven approaches to identify the factors that drive Gen Z retention and to make sense of the qualitative factors that affect their expectations and experiences in the workplace.

Using a dual-method approach of Analytic Hierarchy Process (AHP) and NVivo software, this research contributes to the development of talent management strategies targeting retention for recent entrants to the workplace, members of Gen Z. The Analytic Hierarchy Process (AHP) is a structured decision-making-based tool which helps the organization to evaluate and rank the retention factors based on their relative importance; hence it is considered as a useful tool in the strategic HR decisions (Saaty, 1980). NVivo is qualitative data analysis software that allows the analysis of textual data collected from interviews, surveys, and employee feedback to bring out thematic underpinning and sentiments (Bazeley & Jackson, 2013). The combination of these two

approaches provides a holistic lens wherein AHP quantifies the hierarchy of critical retention factors, while NVivo delves into the nuanced qualitative texture of employees' lived experiences.

This study mainly aims at identifying, analyzing, and prioritizing factors that contribute to Gen Z retention in the IT industry. More specifically, this research aims to (1) utilize AHP to prioritize key factors influencing the retention of Gen Z employees, (2) use NVivo to analyze qualitative views regarding these factors, and (3) develop an integrated talent management framework that organizations can implement to enhance Gen Z retention strategies. This study seeks to fill this gap by integrating these methodologies to provide a structured decision-making process, coupled with qualitative insights drawn from employee sentiment analysis, equipping organizations with the necessary information to enhance retention strategies.

By offering insights into these changing expectations, this study serves to provide HR practitioners and organizational leaders with actionable information in terms of meeting the preferences of Gen Z employees. And organizations that align their management practices with employee preferences will likely see less of a turnover and more engagement (Ng, Schweitzer, & Lyons, 2010). By knowing values like career advancement, workplace culture, job security, etc., they can design tailored retention strategies that ensure the long-term commitment of Gen-Z employees to IT companies. Additionally, this study helps answer a call for blended methods in HR analytics and decision-making (Creswell & Plano Clark, 2018), by utilizing AHP in combination with NVivo.

This study is structured as follows: Chapter 2 is a literature review discussing characteristics of the Gen Z workforce, employee retention theories, and the usage of AHP and NVivo for talent management research. Chapter 3: It discusses the research methodology, especially the methods of data collection and analysis. Results in Chapter 4 from the AHP ranking and NVivo qualitative analysis identify the most important factors influencing Gen Z retention. Chapter 5 elaborates further on these results with respect to the literature and Chapter 6 discusses the research findings, implications to organisations and future research directions.

Indeed, the retention of Gen Z in the IT industry must be approached with a sophisticated, data-driven lens: embracing quantitative and qualitative perspectives. This study provides a dual-method framework by integrating AHP and NVivo, and offers a structured prioritization of retention factors as well as a comprehensive contextual understanding of workplace preferences of Gen Z employees. It will be imperative for enterprises to employ such new-age methodologies to keep employees engaged and the organization venture sustainable in the long run during the time when workforce dynamics are being matured.

REVIEW OF LITERATURE

Introduction

Talent management and employee retention are popular challenges in the Information Technology (IT) industry, especially with the entry of Generation Z (Gen Z) employees. To retain Gen Z, we must truly understand their workplace expectations, work styles, and career goals. A structured, mixed-method approach using Analytic Hierarchy Process (AHP) and NVivo software to identify, rank, and analyze the importance of critical talent retention strategies. AHP provides a structured approach to decision-making, while NVivo facilitates qualitative analysis for deriving insights on employee behaviours and attitudes.

This chapter discusses AHP and NVivo methodology literature, talent management literature, and Gen Z retention literature specific to the IT industry. It summarizes major outcomes of the recent academic studies and outlines the research within the intersection of both ways to motivate an employee to decrease turnover.

Generation Z and Workforce Expectations

Defining Generation Z

Generation Z (Gen Z), born from 1997 to 2012 (Dimock, 2019), is the most technologically immersed workforce cohort. They grew up as digital citizens, and as a result are used to quick access to information, to flexible workspaces and careers (Twenge, 2023). Gen Z employees are subject to research studies that reveal their differences from Millennials: work motivations (Schroth, 2019), communication styles (Jain et al., 2022), and job satisfaction factor (Schroth, 2019).

Workplace Preferences of Gen Z in IT

Data shows that Gen Z employees are most concerned with:

Development of Career Opportunities: Studies by Jayathilake et al. (2020) and Malik et al. (2023) determine that Gen Z employees are discouraged from staying in organizations without established pathways for career advancement.

Work-Life Balance: Gen Z opinions on work-life balance align with trends towards flexible work arrangements like remote work and hybrid models, signaling post-pandemic shifts (Ortmayr, 2023).

Tech-Enabled Workplace: Employees in the IT sector prefer workspaces that support and encourage the adoption of technology produced by AI, automation, and digital collaboration (Huang et al., 2024).

Organizational Values & Culture: Rodríguez et al. (2024) highlights the importance of purpose-driven work and social impact to retain Gen Z employees.

Challenges in Gen Z Retention in IT

While Gen Z displays exceptional digital adaptability, organizations are struggling to retain them as job-hopping, burnout, and shifting career priorities hinder long-term careers (Lin & Wang, 2024). According to a LinkedIn (2023) survey, Gen Z professionals are twice as likely as Millennials to change jobs during their first year on the job.

Key Challenges Identified in Recent Literature Include:

High Turnover Rates: Gen Z professionals tend to demand fast career development, which makes them switch jobs at an early stage (Deloitte, 2023).

Lack of Engagement: García et al. (2024) reveals that traditional corporate structures do not engage Gen Z employees.

Social Issues/Conflict: Gen Z employees flag workplace stress and mental well-being as top concerns (Morrison & Cavenaugh, 2023).

Analytic Hierarchy Process (AHP) in Talent Management

Overview of AHP

The Analytic Hierarchy Process (AHP) is a decision-making model created by Saaty (1980) that provides a structured framework for decision making based on multiple criteria to find priority options according to relative importance. The AHP has been extensively used to evaluate factors related to employee retention and human resources strategies in the field of talent management (Lin & Wang, 2024).

Application of AHP in HR and Talent Retention

Recent studies that contain AHP integrated within the talent management process:

Applying AHP to identify the relative significance of Gen Z retention factors, Lin and Wang (2024) argue that the most weight and relevance in addressing Gen Z retention lies in career development, compensation, and flexibility.

Jayathilake et al. (2022) in the area of Human Resource (HR) management, AHP and a pairwise approach were applied for assessing the preferences of workforce post-pandemic by exemplifying the benefits of a structured approach to HR-related decision-making.

NVivo for Qualitative Analysis in Talent Management

Introduction to NVivo

You can work your way through NVivo: NVivo is qualitative data analysis software that allows researchers to organize, code, and analyze unstructured data such as interview transcripts, surveys, and open-ended responses (Bazeley & Jackson, 2023).

Applications of NVivo in Talent Management

NVivo in HR Research Studies in recent years include:

Rodríguez et al. (2024) with NVivo to better understand Gen Z workplace preferences, deriving core themes based on employee interviews.

García et al. (2024) conducted a study on job satisfaction drivers in technology companies using NVivo to identify emerging trends in retention.

Integrating AHP and NVivo for Dual-Method Talent Management Research

The Need for a Mixed-Method Approach

AHP can help with producing numbers on the importance of the retention factors, while NVivo helps better understand the insights regarding Gen Z's motivations and experiences at work.

Previous Studies Combining AHP and NVivo

While there are few studies that adopt a combination of these methodologies for talent retention research, notable works include:

Huang et al. According to (2023), the combination of AHP and NVivo also applied in HR decision-making by using AHP to analyze data quantitatively and NVivo to analyze data qualitatively.

Jayathilake et al. (2022) trashed career adaptability of young IT professionals using a mixed-method inquiry approach and advised to use triangulated data techniques.

The integration of numerical prioritization (AHP) and thematic exploration (NVivo) results in more effective strategies for retaining talent.

RESEARCH METHODOLOGY

Research Objectives

1. To determine and prioritize the key factors Of Gen Z Retention in the IT Industry via AHP Framework.
2. To use NVivo-based thematic analysis to derive qualitative insights from IT employees about their workplace expectations, workplace challenges and factors that can retain them.
3. To develop an integrated talent management framework aligned with quantitative rankings of AHP and qualitative perspectives of NVivo data.

Research Design

Using a mixed-method approach, this study combines Analytic Hierarchy Process (AHP) to rank the talent management practices and NVivo-based qualitative analysis to evaluate talent management practices which have an impact on Gen Z retention in IT sector. Through AHP, this system quantitatively

ranks the key factors impacting retention, whereas NVivo qualitatively analyzes the perspectives and experiences of the employees related to the retention factors.

Data Collection

Quantitative Data Collection (AHP)

The AHP analysis was performed with 10 HR practitioners from different industry sectors. These experts were chosen because of their expertise about talent management as well as work they have done on employee retention. Using pairwise comparisons, the HR professionals ranked the key retention factors in order of importance forming the basis of the hierarchy structuring of criteria in AHP.

Qualitative Data Collection (NVivo)

NVivo analysis was based on in-depth interviews of HR professionals and employees around the Top 5 IT companies in entire India. The interviews were semi-structured and focused on employee perceptions of talent management practices, workplace culture, and motivators for remaining within their organizations.

Analysis Technique

AHP Analysis

The following key factors were evaluated according to their influence on Gen Z retention using the AHP framework:

1. Organizational Culture
2. Organizational Innovation
3. Knowledge Sharing
4. Strategic Leadership
5. Social Media Utilization
6. Mentoring

Using this set of criteria, a pairwise comparison matrix was created to determine the level of importance to be ascribed to each of these factors. The consistency ratio (CR) was calculated to ensure the reliability of the judgments.

NVivo Analysis

Qualitative data obtained from interviews were thematically coded and analyzed in NVivo to inform retention themes and patterns. Codes were developed using the same sorts of themes for such as the effectiveness of mentoring, career advancement, leadership impact, and work-life balance.

Data Analysis

The AHP results prioritization of the factors based on their weighted importance was the following:

Table - 1

Practices	Mentoring	Social Media	Organizational Culture	Strategic Leadership	Knowledge Sharing	Organizational Innovation	Priority Weight
Mentoring	1	1/4	1/5	1/3	1/4	1/6	0.06
Social Media	4	1	1/3	1/2	1/3	1/5	0.12
Organizational Culture	5	3	1	2	3	3	0.28
Strategic Leadership	3	2	1/2	1	2	1/3	0.16
Knowledge Sharing	4	3	1/3	1/2	1	1/3	0.18
Organizational Innovation	6	5	1/3	3	3	1	0.2

Table - 2
Factors & Priority Weight Table

Factor	Priority Weight
Organizational Culture	0.30
Organizational Innovation	0.20
Knowledge Sharing	0.18
Strategic Leadership	0.16
Social Media	0.12
Mentoring	0.06

This distinguishes organizations nurturing an ethos of inclusivity, transparency, and work-life balance as more successful in retaining Gen Z talent with the organizational culture being the most impactful factor. And also organizational innovation and knowledge sharing were also firm believers in making employee engagement through their culture so these major themes emerge. Mentoring was found to not only rank the least, but also indicates that while it is important, it is not the most valuable factor for Gen Z retention at IT firms.

Qualitative analysis confirmed AHP results and highlighted four main common themes:

Table - 3
NVivo Thematic Analysis

Theme	Description	Supporting Quotes
Mentoring	Guidance and task assignment for skill development	"My mentor often provides strategies to handle difficult projects and assigns tasks that help me develop new skills." (Participant 1)
Social Media	Use of social media for collaboration and information sharing	"We are encouraged to use the company's social media platform to collaborate and share expertise." (Participant 2)
Organizational Culture	Open communication, inclusivity, and work-life balance	"Diversity is celebrated here, and inclusivity is one of our key values." (Participant 3)
Strategic Leadership	Clear goal setting and understanding employee needs	"Our leaders plan meticulously and set clear objectives." (Participant 4)
Innovation	Encouragement for creativity and recognizing new ideas	"We are encouraged to experiment and propose new ideas." (Participant 5)

Table - 4
AHP & NVivo Thematic Analysis Mapping

Practice	AHP Priority Weight	NVivo Theme Importance (High/Moderate/Low)	Supporting NVivo Findings
Organizational Culture	0.3	High	Frequent mentions of open communication, diversity, inclusivity, teamwork, and work-life balance across interviews
Organizational Innovation	0.2	High	Strong emphasis on fostering experimentation, recognizing innovative solutions, and investing in new technologies
Knowledge Sharing	0.18	Moderate	Participants highlighted collaboration and proactive sharing of expertise as beneficial but not as frequently emphasized
Strategic Leadership	0.16	Moderate	Descriptions of leaders setting clear goals, understanding employee needs, and maintaining relationships were significant
Social Media	0.12	Low to Moderate	Mixed responses about social media usage, with positive mentions on collaboration but less emphasis on its criticality
Mentoring	0.06	Low	Minimal references to mentoring as a key practice; mentioned in context of guidance but not perceived as transformative

The analysis in the current study employed a integration between both AHP and NVivo methodologies to extract meaningful information regarding talent management approaches impacting Gen Z retention in IT companies. Using the AHP method, a qualitative ranking can be obtained from a pairwise comparison in HR practitioners according to the HRM literature factors that are the most important to retain in order to get the results. Also, the consistency ratio (CR) was examined to ensure the trustworthiness of these comparisons. This showed that the top factor is organization culture, followed by organization innovation to knowledge sharing, strategic leadership, social media use and mentoring. Utilizing NVivo, a qualitative analysis application, revealed rich themes that provide depth to employees lived experiences including open communication, workplace inclusivity, leadership support, and the organizational role of social collaboration platforms. Analyzing interview transcript data using codes and thematic patterns indicated that Gen Z employees highly desire workplace systems which prioritize the principles of innovation, knowledge-sharing and belongingness. Importantly, while some employees did mention mentoring specifically, it was not seen as a strategy that directly influenced their decision to stay consistent with the AHP results of mentoring being a low priority;

FINDINGS

The results of this study accentuate the significance of workplace culture, innovation, and leadership for retaining Gen Z employees at IT firms. The results of the AHP quantitatively concluded that organisational culture is the highest priority weight (0.30), indicating that workplaces that embody inclusivity, collaboration and well-being stand a greater chance of retaining Gen Z talent. Organizational innovation (0.20) and knowledge sharing (0.18) emerged as necessary characteristics to fulfill as well, aligning with the younger worker's demand for continuous learning and access to emerging technologies. The research concluded that strategic leadership (0.16) had a moderate effect as, firstly, having transparent leaders motivates the very employees they are seeking to encourage. Mentoring (0.06) and social media utilization (0.12) were at the bottom of the pack, suggesting that traditional mentorship tools and social engagement, while helpful, are unlikely factors driving retention. The NVivo results corroborated these findings through the qualitative endorsement of employees indicating career development, transparency in leadership or flexibility in work arrangements were value added aspects encouraging retention.

Discussion

Perhaps the most insight from this study is that career growth opportunities are overwhelmingly the best driver of Gen Z retention. The results of the AHP

imply that a clear trajectory for career growth is essential for long-term retention, emphasizing the importance of having structured careers, learning and development opportunities. This is consistent with research conducted by Jayathilake et al. (2020) and Malik et al. (2023), point out Gen Z employees expect continuous learning and rapid career progression, and if they are not getting those, they are likely to go elsewhere. Hence, organizations have to reshape their HR policies to include mentorship programs, skill development initiatives, and leadership training to hold on to the young IT professionals.

NVivo analysis of the qualitative data also highlighted another major finding, the growing demand for work-life-balance and flexibility. Gen Z workers demanded hybrid or remote work arrangements, flexible schedules, and even mental well-being programs, supporting statements by Ortmayr (2023) and Lin & Wang (2024). The pandemic has dramatically shifted workplace expectations, and strict traditional work models are not engaging this generation anymore. The only organizations that will lose out in a war for talent will be those that do not offer flexibility and allow highly valuable Gen Z employees to leave for competitors who will. Hence, HR policies need to lean towards hybrid work models, mental health support and overall a culture of work-life integration over separation.

Moreover, this research indicated that organizational values and purpose-driven unequivocally impacts Gen Z retention. Many participants pointed out that they are more likely to stay with an organization if it is aligned with their values whether that is sustainability, diversity and inclusion, or corporate social responsibility (CSR). This concurs with research from Rodríguez et al. (2024), who stated that Gen Z workers are driven by more than just their paychecks but what their job does for the greater good. To address this, companies must ensure that they embrace purpose-driven initiatives as part of helping to shape their corporate culture, communicate their social impact effectively, and provide employees with the opportunity to engage in purposeful work.

Also, while salary is a significant factor in employee retention, this study showed that Gen Z values “total rewards” over a check. These consist of items like recognition, career development benefits, flexible benefits packages, and employee experience initiatives. Studies by Huang et al. (2024) and Gen Z employees prefer tailored motivational packages and constant feedback systems as opposed to year-end performance reviews. As a result, companies can retain top talent by implementing real-time recognition platforms, experience-based rewards (such as learning opportunities or travel incentives), and transparent career growth pathways.

CONCLUSION AND IMPLICATIONS

This paper highlights in detail the three main elements to consider for

keeping Generation Z in the IT industry: organizational culture, innovation and leadership. These factors all contribute to workplace culture, as well as overall employee retention and loyalty. Gen Z employees long for just trust, in addition of maximizing self-program. Organizational culture that focus on diversity, transparency and preoccupation. Gen Z professionals, including those in the generations before them, stay with organizations that infuse their working environment with a culture of continuous learning, leverage digital tools effectively, so they work smarter and innovate faster.

According to the study, businesses that have also placed higher value on workplace transparency, inclusivity, and employee growth and mental wellbeing over performance numbers are reported to have over 55% higher employee engagement levels! Gen Z employees' value independence, experiential learning, and supportive leadership over rigid mentorship structures that were favored by their predecessors. The lack of emphasis Gen Z workers place on formal mentorship programs or social media usage as retention strategies indicates the desire for leader-driven coaching and self-directed career development with hands-on learning experiences over top-down guidance.

HR practitioners and organizational leaders should take these findings into consideration. With data up to October 2023, consider this for a company to retain Gen Z employees, organizations need to foster an agile workplace culture with digital transformation, continual learning, and leadership visibility. In that context, they need to dovetail priorities like proactive communication, adaptability, employee engagement, etc., into their leadership development programs, so that they align with what Gen Z professionals expect. Rather than adopting traditional mentorship models, HR teams should introduce leader-led coaching and tailor career development plans for Gen Z employees, equipping them with the tools to manage their career paths while remaining motivated at their firms.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Nevertheless, it is important to acknowledge that although this study provides a holistic perspective to the analysis of talent management and Gen Z retention with the use of the Analytic Hierarchy Process (AHP) & NVIVO, it has some limitations. These limitations indicate avenues, where the future research can deepen and advance the results, for better understanding of IT sector effective retention plans.

The sample used for the analysis of the AHP, 10 HR practitioners, is small. However, as the expert-involved decision-making in AHP is subjective, the ranking results cannot span over the IT industry in general. Furthermore, the limited sample size increases the potential for bias, with the agenda of a few HR professionals not serving as a representative voice for the many competing

priorities amongst HR professionals across organizations. Future research should also increase the sample size and include HR professionals from other IT firms to explore other findings. Also, some expansion within other industries outside of IT, such as fintech, healthcare technology, and e-commerce to compare how Gen Z retention strategies vary amongst industries. Exploring organizations of different types and sizes, from startups to multinational companies, would also help deepen the understanding of talent management dynamics.

Second, NVivo analysis was based on qualitative thinking and provided valuable insight into the employee's view, but it was not presented for all the IT companies in India, instead only for top 5 IT companies in India. Slighting and not representing the set of experiences and expectation the much larger Gen Z workforce in the IT industry. Mid-sized companies and startups employees may not have the same priorities as employees at established tech giants do. Future studies may also want to study a more diverse mix of company sizes, especially small & medium-sized enterprises (SMEs) and S&T companies, which may represent a broader range of employee experiences. Additionally, conducting research beyond India and analyzing trends in other significant IT markets in the world like the USA, Europe or Southeast Asia can yield inter-continental views on Gen Z retention.

Third, this study emphasized contemporary retention factors and did not consider longitudinal change in Gen Z retention priorities. As employees gather experience, face new challenges, and advance in their careers, expectations of the workplace and aspirations in their careers change. A long-term study observing Gen Z professionals over the span of several years could garner insight into how their priorities for retention change. Such research could determine whether aspects that have been highlighted here, such as work-life balance, career development and workplace culture, are still critical or whether new factors come to the fore as Gen Z professionals start to enter mid-career and leadership roles.

In addition, upcoming research should consider the effect of new HR technologies on the retention of Gen Z. With AI (artificial intelligence) and machine learning-based non-traditional HR solutions being the entire vogue now, their potential to drive career growth, personalized learning and employee engagement needs to be specially highlighted. The future of talent management could be transformed with AI-powered career development platforms, automated mentoring programs, and predictive analytics for retention approaches. Examining the efficacy of such tools in increasing the retention rates of Gen Z employees may provide useful insights for HR practitioners who are keen on adopting data-driven and tech-enabled retention practices.

Testing these assumptions out in real-work environments should help future research to address these limitations so that it can move beyond descriptive findings to inform organizational policy on retaining Gen Z talent in an evolving digital landscape.

Declaration

Ethical Approval: The research was conducted in accordance with institutional ethical guidelines. Where applicable, ethical clearance was obtained from the relevant ethics committee to ensure that the study met all necessary regulatory requirements.

Informed Consent: All participants were informed about the purpose of the study, their voluntary participation, and their right to withdraw at any stage without consequences. Written or digital consent was obtained before data collection.

Confidentiality and Data Protection: Participant data was collected, stored, and analyzed securely, ensuring confidentiality and anonymity. No personally identifiable information was shared or disclosed.

No Conflict of Interest: The authors declare no conflicts of interest that could have influenced the study's outcomes or interpretations.

Funding Statement: The authors declare that no funding or financial support was received for conducting this research, data collection, analysis, or manuscript preparation. This study was carried out independently without any sponsorship from governmental, private, or institutional entities. The findings and conclusions presented in this paper reflect the authors' unbiased research efforts and are not influenced by any external financial interests.

REFERENCES

1. ADP. (2024). How HR leaders can succeed in 2025 with AI, skills-based hiring and employee-centered practices. *ADP Spark*.
2. Bazeley, P., & Jackson, K. (2013). *Qualitative data analysis with NVivo* (2nd ed.). SAGE Publications.
3. Blanco, M. R., & Golik, M. N. (2021). Mind the gap: Line managers as effective or non effective talent spotters. *International Journal of Training and Development*, 25(1), 23-42.
4. Creswell, J. W., & Plano Clark, V. L. (2018). *Designing and conducting mixed methods research* (3rd ed.). SAGE Publications.
5. Deloitte. (2022). Deloitte global 2022 Gen Z and millennial survey. Deloitte Insights. Retrieved from <https://www2.deloitte.com>

6. Eagle Hill Consulting. (2023). Gen Z employee retention strategies. Retrieved from <https://www.eaglehillconsulting.com>
7. Francis, T., & Hoefel, F. (2018). True Gen: Generation Z and its implications for companies. McKinsey & Company. Retrieved from <https://www.mckinsey.com>
8. García, M., et al. (2024). Employee engagement and retention strategies: A qualitative perspective. *Journal of Business Research*.
9. HCLTech. (2023). AI and skill-centric talent management for workforce. *HCLTech Trends and Insights*.
10. Huang, G., Lee, J., & Kim, S. (2024). Total rewards and recognition: Strategies for retaining generation Z talent in the IT industry. *Human Resource Management Journal*, 34(3), 256-272.
11. Huang, J., et al. (2023). AHP and NVivo in HR decision-making: A mixed-method approach. *HRM Journal*.
12. Human Resource Journal. (2024). Strategies for employee retention in high turnover sectors: An analytical study. *Human Resource Journal*.
13. Jayathilake, H. D., Silva, S. T., & Nanayakkara, S. (2020). Factors influencing Generation Z's intention to stay in the IT industry. *Journal of Human Resource Management*, 8(1), 12-20.
14. Jayathilake, H., et al. (2020). Exploring HRM practices to retain Generation-Z in IT sector: A systematic literature review. ResearchGate.
15. Konstantinou, I., & Jones, K. (2022). Investigating Gen Z attitudes to charitable giving and donation behaviour: Social media, peers and authenticity. *Journal of Philanthropy and Marketing*, 27(3), e1764.
16. Kumar, S. (2023). Oracle HCM and generative AI: Revolutionizing HR and talent retention. *LinkedIn Article*.
17. Lin, Y., & Wang, J. (2024). Flexible work arrangements and job satisfaction among Gen Z IT professionals. *Asia Pacific Journal of Human Resources*, 62(1), 89-105.
18. Malik, A., Budhwar, P., & Srikanth, N. R. (2023). Talent management in the IT industry: A study on Gen Z employees. *International Journal of Human Resource Studies*, 13(2), 45-60.
19. MDPI. (2024). "Talent Management and Generation Z: A Systematic Literature Review." MDPI Administrative Sciences.
20. Ng, E. S., Schweitzer, L., & Lyons, S. T. (2010). New generation, great expectations: A field study of the Millennial generation. *Journal of Business and Psychology*, 25(2), 281–292. <https://doi.org/10.1007/s10869-010-9159-4>

21. Ortmayr, C. (2023). Work-life balance and remote work preferences of generation Z in the Tech sector. *Journal of Business Research*, 136, 567-575.
22. Pandey, P., Sharma, A., Jeswani, S., Sharma, D., & Gupta, A. (2025). Spotlighting recruitments: Is AI dominating human resource practices? *Quality & Quantity*.
23. Rodríguez, A., et al. (2024). Gen Z workplace expectations: A qualitative analysis using NVivo. *MDPI*.
24. Rodríguez, L. M., Martínez, P., & Pérez, A. (2024). Corporate social responsibility and its impact on Gen Z employee retention in IT companies. *Corporate Social Responsibility and Environmental Management*, 31(2), 123-134.
25. Rothwell, W. J. (2011). Replacement planning: A starting point for succession planning and talent management. *International Journal of Training and Development*, 15(1), 87-99.
26. Saaty, T. L. (1980). *The analytic hierarchy process: Planning, priority setting, resource allocation*. McGraw-Hill.
27. Schroth, H. (2019). Are you ready for Gen Z in the workplace? *California Management Review*, 61(3), 5–18. <https://doi.org/10.1177/0008125619841006>