

Generation Z in Empirical Research: A Review from an Organizational Psychology Perspective

Onur SARIKAYA (*)

Abstract

This comprehensive review systematically examines research within organizational psychology concerning Generation Z. Studies investigating consumer behavior and marketing shed light on Generation Z's shopping habits, technological adeptness, and bias toward sustainable consumption. Conversely, inquiries into social and psychological impacts aim to discern young individuals' psychosocial needs, especially during crises like the COVID-19 pandemic. Meanwhile, research on work and career provides valuable insights for strategic human resource management in businesses, particularly in software development. The review encompasses 23 studies published between 2017 and 2024, predominantly utilizing quantitative methodologies and drawing data from the Web of Science database. By synthesizing these findings, this article contributes to a nuanced understanding of Generation Z's dynamics within organizational contexts, highlighting areas for further investigation and policy development.

Keywords: Generation Z, Generational Theory, Organizational Psychology, Review

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Görgül Arařtırmalarda Z Kuřađı: Örgütsel Psikoloji Perspektifinden Bir Derleme

Onur SARIKAYA (*)

Öz

Bu derleme çalışması, örgütsel psikoloji alanında Z Kuřađı ile ilgili yapılan arařtırmaları ele almaktadır. Tüketicilerin davranıřları ve pazarlama alanındaki çalışmaları, Z Kuřađı'nın alışveriş alışkanlıklarını, teknolojiye olan yeteneklerini ve sürdürülebilir tüketim konusundaki eğilimlerini aydınlatmaktadır. Diđer yandan, sosyal ve psikolojik etkiler üzerine yapılan arařtırmalar, özellikle COVID-19 gibi kriz dönemlerinde genç bireylerin psikososyal ihtiyaçlarını anlamak için gerçekleştirilmiştir. İş ve kariyerle ilgili çalışmalar ise özellikle yazılım geliştirme gibi alanlarda stratejik insan kaynakları yönetimi için önemli içgörüler sunmaktadır. Bu derleme, 2017 ile 2024 yılları arasında yayımlanan 23 çalışmayı içermekte olup, Web of Science veri tabanından elde edilen verilere dayanmaktadır. Çalışma, Z Kuřađı'nın örgütsel bağlamdaki dinamiklerinin daha derinlemesine anlaşılmasına katkı sağlayarak, gelecekteki potansiyel araştırma ve politika geliştirme alanlarını vurgulamaktadır.

Anahtar Kelimeler: Z Kuřađı, Kuřak Teorisi, Örgütsel Psikoloji, Derleme.

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1. Introduction

Generation Z is commonly used to refer to individuals born generally after the year 2000. Generation Z represents the youngest cohort entering the workforce in increasing numbers each year.¹ Elements related to Generation Z have attracted the attention of academic literature, practitioners, and policymakers since the early 2000s, with this interest steadily growing over time.²

Recent studies indicate that Generation Z has become a significant focal point in business and organization.³ These studies delve into various aspects concerning Generation Z, such as recruitment expectations, job performance, leadership styles, and workplace relationships. Particularly emphasized are Generation Z's proficiency in digital technologies, preference for flexible work arrangements, and sensitivity to sustainability issues.⁴ The research underscores businesses' need to understand Generation Z and adapt communication strategies accordingly.⁵ Consequently, businesses are urged to develop strategies tailored to Generation Z and adjust workplace practices accordingly.⁶

However, empirical data on Generation Z is limited because this generation is relatively new to adulthood.⁷ Additionally, much of the information about this generation in the media lacks empirical evidence. These limitations raise questions about the scientific validity of the data available in the literature concerning this generation. Furthermore, the fact that Generation Z is just entering organizations and the workforce highlights the significance of studies conducted from management and organizational psychology perspectives.

Based on all this information, a literature review was conducted to provide a conceptual evaluation of what the concept of Generation Z entails and how it is addressed in empirical studies conducted by researchers from the organizational psychology perspective. This study encompasses a total of 23 publications published between 2017 and 2024 in journals indexed in the Social Sciences Citation Index (SSCI) under the "Psychology Multidisciplinary" category in the Web of Science database, with titles including the terms "Generation Z" and "Gen Z." Relevant studies were examined according to the criteria above, and their findings were reported.

¹ Ali Mahmoud et al., "We Aren't Your Reincarnation! Workplace Motivation Across X, Y and Z Generations." *International Journal of Manpower* 42, no. 1 (2021): 195, <https://doi.org/10.1108/IJM-09-2019-0448>.

² Priporas, Constantinos, Nikolaos Stylos, and Irene Kamenidou, "City Image, City Brand Personality and Generation Z Residents' Life Satisfaction Under Economic Crisis: Predictors of City-Related Social Media Engagement." *Journal of Business Research* 119 (2020): 455. <https://doi.org/10.1016/j.jbusres.2019.05.019>.

³ Karina Gabrielova and Aaron Buchko, "Here Comes Generation Z: Millennials as Managers." *Business Horizons* 64 (2021): 490, <https://doi.org/10.1016/j.bushor.2021.02.013>.

⁴ Dan Dabija, Brândșua Barian, and Vasile Dinu, "How Sustainability Oriented Is Generation Z in Retail? A Literature Review." *Transformations in Business & Economics* 18, no. 2 (2019): 142.

⁵ Maria Benitez-Marquez et al., "Generation Z within the Workforce and in the Workplace: A Bibliometric Analysis." *Frontiers in Psychology* 12 (2022): 2. <https://doi.org/10.3389/fpsyg.2021.736820>.

⁶ Bharat Chillakuri, "Understanding Generation Z Expectations for Effective Onboarding." *Journal of Organizational Change Management* 33, (2020): 1279. <https://doi.org/10.1108/JOCM-02-2020-0058>.

⁷ Ravikiran Dwivedula et al., "Gen Z: Where Are We Now, and Future Pathways." *Journal of Human Resource Management* 22, no. 2 (2019): 30.

The first section of this study compiles general information on generational theory and the concept of Generation Z resulting from the literature review. The second section includes details on the methodology of the literature review, along with a table containing information on the authors, publication year, purpose, method, findings, and keywords of the sources accessed during the review. Additionally, the second section evaluates the findings and provides detailed information on these sources.

In this regard, this study examines the previously mentioned gaps and limitations in the literature, aiming to contribute to filling these voids. It is anticipated that this study, which aims to provide insights into how Generation Z is approached from the perspective of organizational psychology in fundamental topics related to this generation and in the international literature, will shed light on new research endeavors.

2. Generational Theory and Generation Z

Inter-generational differences are rooted in generational theory.⁸ According to this theory, individuals become part of a group of people born in the same period.⁹ A generation typically spans 20-25 years and is defined by birth years¹⁰. Sharing a similar lifespan, each generation undergoes similar societal events and external influences, resulting in comparable life experiences. These external events shape their core values, which tend to remain significantly stable throughout an individual's life.¹¹ Literature often refers to five generations: Silent Generation, Baby Boomers, Generation X, Generation Y, and Generation Z.¹²

Generation Z typically refers to individuals born after 2000.¹³ Generation Z individuals are represented as “truly digital natives” due to their early exposure to digital technology.¹⁴ Generation Z constitutes the youngest cohort entering the workforce, and it is entering the workforce in increasing numbers each year.¹⁵

⁸ Karl Mannheim, *The Problem of Generations. London: Essays on the Sociology of Knowledge*, Routledge & Kegan Paul, 1952. 278.

⁹ Adel Alfalah and Saqib Muneer, “A Causal Relationship Between Buying Behavior and Online Purchase Intention Among Millennials: An Application of Generational Cohort Theory.” *Pacific Business Review (International)* 15, no. 6 (2022): 152.

¹⁰ Xiangping, Li, Xiang Li, and Simon Hudson, “The Application of Generational Theory to Tourism Consumer Behavior: An American Perspective.” *Tourism Management* 37 (2013): 148, <https://doi.org/10.1016/j.tourman.2013.01.015>.

¹¹ Onur Sarıkaya and Nuray Atsan, “Decision Making Style and Risk Taking Propensity: An Evaluation of Generation X and Y.” *Süleyman Demirel University Visionary Journal* 12, no. 30 (2021): 601, <https://doi.org/10.21076/vizyoner.780426>; Onur Sarıkaya, “Problems Faced by Gen Y in Recruitment Processes and HRM Mistakes.” *International Journal of Social Sciences and Education Research* 8, no. 1 (2022): 228, <https://doi.org/10.24289/ijsser.1012925>.

¹² William Strauss and Neill Howe, *Generations: The History of America's Future, 1584 to 2069*. New York: William Morrow, 1991; Kalyene Williams and Robert Page, “Marketing To The Generations,” *Journal of Behavioral Studies in Business* 3, (2011): 1-17.

¹³ Mahmoud et al., “We Aren't,” 195.

¹⁴ Dabija, Barian, and Dinu, “How Sustainability,” 142.

¹⁵ Mahmoud et al., “We Aren't,” 195.

Generation Z has been heavily impacted by rapid changes in the political, social, technological, and economic landscape within a short period. This includes hyper-technological advancements, turbulent global politics, racial inequality, and pandemics. These factors fundamentally distinguish them in terms of perspectives from the generations immediately preceding them.¹⁶

The main characteristics of Generation Z are described as highly ambitious and self-confident individuals. They are also noted to be realistic and accepting of everything given to them. Generation Z is entrepreneurial, highly educated, innovative, and creative.¹⁷ They are characterized as individualistic, pragmatic, open-minded, and socially responsible. They are identified as economically conservative and social activists, being more sensitive to societal impacts alongside their satisfaction.¹⁸

Generation Z members have several defining characteristics that influence their worldview and distinguish them as members of society and the workforce.¹⁹ This generation is motivated by the opportunity to find their dream job and expand their skills, leading them to believe they will change jobs more frequently than previous generations and indicating their readiness to change if they dislike something. Other sources of motivation for this group include opportunities for advancement, increased pay, meaningful work, and a good team.²⁰ Generation Z have been raised during times of war. Conflicts like those in Iraq and Afghanistan directly or indirectly impact the worldview of Generation Z youths. Growing up amidst ongoing wars, this group may perceive the world as 'unsafe' while also tending towards broader global awareness. These events have potentially shaped a generation that values financial responsibility, tolerance towards others, education, job flexibility, and networking abilities.²¹

¹⁶ Anthony Turner, "Generation Z: Technology and Social Interest." *The Journal of Individual Psychology* 71, no. 2 (2015): 105, <https://doi.org/10.1353/jip.2015.0021>; Schaun Pichler, Chiranjeev Kohli, and Neil Granzitz, "DITTO for Gen Z: A Framework for Leveraging the Uniqueness of the New Generation." *Business Horizons* 64 (2021): 600, <https://doi.org/10.1016/j.bushor.2021.02.021>.

¹⁷ Priporas, Constantinos, Nikolaos Stylos, and Anestis Fotiadis, "Generation Z Consumers' Expectations of Interactions in Smart Retailing: A Future Agenda." *Computers in Human Behavior* 77 (2017): 376, <https://doi.org/10.1016/j.chb.2017.01.058>; Maria Benitez-Marquez et al., "Generation Z within the Workforce and in the Workplace: A Bibliometric Analysis." *Frontiers in Psychology* 12 (2022): 3. <https://doi.org/10.3389/fpsyg.2021.736820>.

¹⁸ Constantinos, Stylos, and Kamenidou, "City Image, City Brand Personality and Generation Z Residents' Life Satisfaction Under Economic Crisis: Predictors of City-Related Social Media Engagement." *Journal of Business Research* 119 (2020): 455. <https://doi.org/10.1016/j.jbusres.2019.05.019>.

¹⁹ Michael Rodriguez et al., "Managing the Next Generation of Sales, Gen Z/Millennial Cusp: An Exploration of Grit, Entrepreneurship, and Loyalty." *Journal of Business-to-Business Marketing* 26, no. 1 (2019): 45, <https://doi.org/10.1080/1051712X.2019.1565136>.

²⁰ Maria Benitez-Marquez et al., "Generation Z," 3.

²¹ Turner, "Generation Z," 105.

3. Evaluating Empirical Research Conducted from an Organizational Psychology Perspective On Generation Z

In this study, a literature review was conducted to provide a general overview of empirical research conducted in the international literature related to organizational psychology concerning Generation Z. The Web of Science database, recognized for its high visibility and scientific legitimacy, was selected as the database for this review. The keywords ‘Generation Z’ and ‘Gen Z,’ widely used in international literature related to Generation Z, were chosen, and studies containing these keywords in their titles were listed in the Web of Science Core Collection system. The category ‘Psychology Multidisciplinary’ was selected, and the SSCI (Social Sciences Citation Index) was used. As of May 2024, a total of 28 studies were identified, and without any year limitation, all studies from 2017 to 2024 were included for evaluation. Five studies irrelevant to organizational psychology were excluded, resulting in 23 studies for evaluation. The names of the journals in which the identified studies were published are presented in Table 1. In contrast, Table 2 provides information on the authors, publication year, purpose, method, and results of the relevant studies.

Table 1. The names of the sources where the studies were published

Name of the Source	Number of Studies
Frontiers in Psychology	8
Current Psychology	5
Behavioral Sciences	4
Computers in Human Behavior	4
Ethics and Behavior	1
Teaching in Psychology	1
Total	23

As seen in Table 1, the highest number (8) of studies were published in the “Frontiers in Psychology” journal. Five studies were published in the “Current Psychology” journal. Four studies were published in both the “Behavioral Sciences” and “Computers in Human Behavior” journals, while one study each was published in the “Ethics and Behavior” and “Teaching in Psychology” journals.

Table 2. Summary Information of The Studies Retrieved Through Literature Review

No	Purpose	Method	Results
1 ²²	Examining the current perceptions, expectations, and recommendations of Generation Z consumers regarding their future interactions in the context of smart retailing	Qualitative. Semi-structured in-depth interviews were conducted with 38 university students as consumers in the UK market.	The findings indicate that innovative technologies play a significant role in shaping the experiences of Generation Z consumers. Participants expressed expectations for the widespread use of new devices while highlighting the importance of informed shopping and education. Some participants, however, approached the impact of smart retailing on the job market with skepticism.
2 ²³	Investigating the impact of unconscious perceptual processing on decision-making processes and examining the influence of traits such as personality and gender associated with unconscious processing on Generation Z	Quantitative. The backward-masked visual paradigm was used to assess unconscious perceptual processing.	The results indicate that verbal stimuli are more effective than pictorial ones, and gender and neuroticism were found to influence unconscious decision-making processes.
3 ²⁴	Examining the psychological mechanisms of Generation Z university students who use network slogans	Quantitative. Firstly, the development trend and characteristics of network slogans were analyzed, followed by a survey study to understand how university students use network slogans.	The results indicated that most students understood the slogans and psychological and behavioral factors varied according to gender, department, and class level.
4 ²⁵	Investigating how Generation Z defines and develops their resilience during the COVID-19 pandemic	Qualitative. A descriptive cross-sectional study was conducted. Semi-structured interviews were conducted with 27 students via Skype.	Participants identified resilience as a fundamental characteristic for university students, highlighting that resilience consists of both internal and external factors. Additionally, various recommendations regarding resilience training were provided, particularly emphasizing using a mixed-platform approach.

²² Constantinos, Stylos, and Fotiadis, "Generation Z," 374.

²³ Dolorez Sutil-Martín and Rienda Gomez, "The Influence of Unconscious Perceptual Processing on Decision-Making: A New Perspective from Cognitive Neuroscience Applied to Generation Z." *Frontiers in Psychology* 11 (2020): 1, <https://doi.org/10.3389/fpsyg.2020.01728>.

²⁴ Dandan Dong, "A Probe Into the Psychological Mechanism of Generation Z College Students Using Network Buzzwords in the Internet Era." *Frontiers in Psychology* 12 (2021): 1. <https://doi.org/10.3389/fpsyg.2021.663728>

²⁵ Wei Ang et al., "Generation Z Undergraduate Students' Resilience During the COVID-19 Pandemic: A Qualitative Study." *Current Psychology* 41 (2022): 8132. <https://doi.org/10.1007/s12144-021-01830-4>.

No	Purpose	Method	Results
5 ²⁶	Determining which career options psychology students of Generation Z perceive as suitable	Mixed method. In Study 1, 12 focus groups of 59 students were asked to list their career options. In Study 2, 430 students rated their interest levels in the provided career options.	Study 1 indicates that psychology graduates pursue careers in counseling and applied fields, while Study 2 shows that psychology students are most interested in careers related to mental health and children.
6 ²⁷	Investigation of the characteristics influencing Generation Z's social media usage and satisfaction levels and examination of the regulatory effect of economic capital.	Quantitative. An online survey method was employed, with 221 Chinese Generation Z participants.	The results indicate that Generation Z uses social media for daily routines or socializing, with middle- to upper-income families using social media more frequently. Motivations and family income influenced Generation Z's social media habits.
7 ²⁸	Determination of which dimensions of online convenience influence the cognitive and emotional attitudes of Generation Z consumers and their online impulsive shopping behaviors	Quantitative. 348 Chinese users who follow digital influencers participated using purposive sampling.	The results indicated that online convenience significantly influences cognitive and emotional attitudes, impacting Generation Z consumers' impulsive online shopping behavior. Additionally, it was found that social media influencers play a regulatory role in product promotion.
8 ²⁹	Investigating the relationship between smartphone addiction and online compulsive shopping behaviors in Generation Z consumers and understanding the role of emotion regulation behaviors and flow experiences in this relationship.	Quantitative. 275 Generation Z consumers participated in the study.	The results showed that smartphone addiction is associated with compulsive online shopping behavior in Generation Z consumers, and emotion regulation behaviors play a significant role in this relationship.

²⁶ Brian Collison and Brian Eck., “Oh, the Places You Can Go: Gen Z Psychology Students’ Perceived Career Options and Interests.” *Teaching of Psychology* 49, no. 3 (2022): 245, <https://doi.org/10.1177/00986283211013842>.

²⁷ Qingqing Hu, Xue Hu, and Pan Hou, “One Social Media, Distinct Habitus: Generation Z’s Social Media Uses and Gratifications and the Moderation Effect of Economic Capital.” *Frontiers in Psychology* 13 (2022): 1. <https://doi.org/10.3389/fpsyg.2022.939128>

²⁸ You Lina, Deshuai Hou, and Saqib Ali, “Impact of Online,” 1.

²⁹ Mason et al., “Glued to Your,” 1.

No	Purpose	Method	Results
9 ³⁰	Determining the intention of Generation Z tourists to visit green hotels and investigating the factors influencing it.	Quantitative. The intention of Generation Z tourists to visit green hotels was examined using structural equation modeling with an online survey conducted on 296 Generation Z tourists.	The results indicated that attitude was the most influential factor among Generation Z tourists in determining their intention to visit green hotels. Personal moral norms, subjective norms, and environmental concerns were also influential factors.
10 ³¹	Investigating how sports community participation during the pandemic may affect the life satisfaction of Generation Z and examining the role of psychological capital in this relationship	Quantitative. A scale survey was administered to 233 participants, and hypothesis testing was conducted using structural equation modeling.	The results indicate that the effect of participation in sports communities on life satisfaction in Generation Z individuals varies depending on the relationship between stress levels and psychological capital.
11 ³²	Determining the impact of recycling and waste reduction behaviors on sustainable tourism decisions of Romanian youth (aged 18-25)	Quantitative. The Partial Least Squares Structural Equation Modeling (PLS-SEM) method was used in the study.	The results indicate that recycling and waste reduction behaviors directly impact Generation Z's sustainable tourism decisions. Destinations preferred by this generation have less human intervention.
12 ³³	Developing a model that combines the UTAUT and PMT theories to explain Generation Z's use of artificial intelligence products and their impact on environmental sustainability.	Quantitative. The model developed using data from 562 participants from Malaysia and Turkey was evaluated using the PLS-SEM method.	The results revealed differences in the factors influencing green behaviors among Malaysian and Turkish Generation Z participants, while similar significant determinants affecting the use of artificial intelligence products were identified.

³⁰ Pan et al., "Anticipating Z," 1.

³¹ Juho Park et al., "Sport Community Involvement and Life Satisfaction During COVID-19: A Moderated Mediation of Psychological Capital by Distress and Generation Z." *Frontiers in Psychology* 13 (2022): 1, <https://doi.org/10.3389/fpsyg.2022.861630>.

³² Silvia Puiu et al., "Behavioral Approach to the Tourism Consumer Decisions of Generation Z." *Behavioral Sciences* 12 (2022): 1, <https://doi.org/10.3390/bs12090320>

³³ Mohammed Al-Sharafi et al., "Generation Z Use of Artificial Intelligence Products and Its Impact on Environmental Sustainability: A Cross-Cultural Comparison." *Computers in Human Behavior* 143 (2023): 1. <https://doi.org/10.1016/j.chb.2023.107708>

No	Purpose	Method	Results
13 ³⁴	Developing a feedback tool that better meets the learning needs of Generation Z students while also being suitable for the labor market and the broader society.	Quantitative. The study involved 246 students (67.5% female, 32.5% male) and seven teachers.	Results indicated that the feedback provided by Generation Z focused on psychological, pedagogical, educational management, and overall impression domains. The SKS assessment form was more reliable than the standard form for evaluating different disciplines.
14 ³⁵	Investigating the predictors and mediators of branded functional beverage consumption behavior within the Generation Z demographic group in Bulgaria.	Quantitative. A survey study was conducted with 435 Generation Z members. Structural equation modeling was used to analyze the proposed hypotheses.	The results indicate that the personal values of Generation Z members in Bulgaria determine their consumption behaviors, with media playing a significant role and the health benefits of functional beverages indirectly affecting purchase intention.
15 ³⁶	Understanding the behaviors of Generation Z employees in the workplace, particularly the impact of illicit tasks on these behaviors, and examining these effects with mediating and moderating factors.	Quantitative. Data was collected from 283 Generation Z employees in China.	Results indicate that illegal tasks are positively associated with withdrawal behaviors among Generation Z employees, confirming the mediating role of perceived insider status and the moderating effect of perceived overqualification on this relationship.
16 ³⁷	Examining the relationship between resonant leadership, self-efficacy, organizational identity, job performance, and turnover intentions among Generation Z software professionals in large-scale software companies in India	Quantitative. Data were collected from 372 participants among Generation Z software professionals in large-scale software companies in India.	The results demonstrate that resonant leadership among Generation Z software professionals explains its impact on job performance and intention to resign through self-efficacy and organizational identity.

³⁴ Mihaela, Bratu et al., “The Expectations of Generation Z Regarding the University Educational Act in Romania: Optimizing the Didactic Process by Providing Feedback.” *Frontiers in Psychology* 14 (2023): 1. <https://doi.org/10.3389/fpsyg.2023.1160046>.

³⁵ Teofana Dimitrova and Illiana Ilieva, “Consumption Behaviour Towards Branded Functional Beverages Among Gen Z in Post-COVID-19 Times: Exploring Antecedents and Mediators.” *Behavioral Sciences* 13 (2023): 1. <https://doi.org/10.3390/bs13080670>

³⁶ Pengxiang Fan et al., “Do Illegitimate Tasks Lead to Work Withdrawal Behavior Among Generation Z Employees in China? The Role of Perceived Insider Status and Overqualification.” *Behavioral Sciences* 13 (2023): 1, <https://doi.org/10.3390/bs13090702>.

³⁷ Niharika Gaan and Yuhung Shin, “Generation Z Software Employees Turnover Intention.” *Current Psychology* 42 (2023): 27344, <https://doi.org/10.1007/s12144-022-03847-9>.

No	Purpose	Method	Results
17 ³⁸	Comparing the differences in coping with a global crisis like COVID-19 between Generation Z and Generation X: exploring resilience, personal values, and attitudes during crisis times	Quantitative. A cross-sectional method was employed, and data were collected from 958 participants. The study included 508 Generation Z and 205 Generation X participants.	The results indicate that Generation Z is less resilient than Generation X, more open to change, and more inclined towards personal development. Both generations exhibit similar attitudes toward online consumption.
18 ³⁹	Investigating differences in personality traits across generations and examining the influence of age, gender, and self-presentation on these traits.	Quantitative. 82,147 pilot and air traffic controller training applicants born between 1965 and 2002 were divided into Generations X, Y, and Z. Personality assessment data from the TSS questionnaire collected during the selection processes between 1987 and 2019 were analyzed.	The results indicated that age did not significantly impact, but slight gender differences were found in emotional stability, extraversion, empathy, and self-presentation. The intergenerational differences found were of relatively small effects.
19 ⁴⁰	Investigating the role of flexible work options in strengthening the relationship between structural empowerment and contextual job performance in the context of Generation Z	Quantitative. Data was collected through an online survey. The survey was distributed to Generation Z employees working full-time or part-time in the wholesale and retail sectors in Jeddah, Saudi Arabia.	The study results indicate that flexible work options strengthen the relationship between structural empowerment and contextual job performance among Generation Z employees.

³⁸ Tali Harari, Yaron Sela, and Liad Bojmel, "The Expectations of Generation Z Regarding the University Educational Act in Romania: Optimizing the Didactic Process by Providing Feedback." *Current Psychology* 42 (2023): 24223, <https://doi.org/10.1007/s12144-022-03501-4>

³⁹ Dirk Stelling, "Do Applicants from Generation X, Y, Z Differ in Personality Traits? Data from Selection Procedures in Aviation (1987–2019)." *Frontiers in Psychology* 14 (2023): 1. <https://doi.org/10.3389/fpsyg.2023.1173622>.

⁴⁰ Daliah Taibah and Theresa Ho, "The Moderating Effect of Flexible Work Option on Structural Empowerment and Generation Z Contextual Performance." *Behavioral Sciences* 13 (2023): 1, <https://doi.org/10.3390/bs13030266>.

No	Purpose	Method	Results
20 ⁴¹	Using anger as a mediator, examining the influence of internal and external corporate social irresponsibility (ICSR & ECSR) on organizational workplace deviance behaviors among Generation Z and Generation Y employees	Quantitative. Data from 272 non-managerial employees working in the textile industry were collected for this study.	The results indicated that internal and external corporate social irresponsibility (CSIR & ESIR) influenced organizational deviance behaviors in Generations Y and Z through the mediation of anger.
21 ⁴²	Youth materialism's impact on the consumer ethics of Generation Z	Quantitative. The study surveyed 1005 youths (409 Chinese and 596 French)	The results indicate that youth materialism influences the consumer ethics of Generation Z youths, and this effect is mediated by power and self-esteem. Culture moderates these effects, showing differences, particularly between China and France.
22 ⁴³	Investigating how social media interactions of Generation Z consumers in Vietnam influence their online shopping intentions and examining the possibility of subjective norms strengthening this relationship through brand quality and preference	Quantitative. The study was conducted on 280 Vietnamese Generation Z consumers, and the data were analyzed using the PLS-SEM technique and SmartPLS software.	The research results indicate that the social media interactions of Generation Z consumers in Vietnam influence their online shopping intentions through brand quality and preference, and subjective norms reinforce this interaction.
23 ⁴⁴	Examining how problematic smartphone use in Generation Z affects anxiety symptoms and the role of positive coping styles and situation-based self-esteem in this interaction.	The study was conducted based on a sample of 480 Generation Z users, selecting 121 Generation Z individuals reporting highly problematic smartphone use.	The results indicate that problematic smartphone use among Generation Z affects anxiety symptoms, mediated by positive coping style and situational core self-evaluation. Specifically, in individuals with low to moderate levels of positive coping style, problematic smartphone use has been ineffective in reducing anxiety symptoms.

*This source is compiled by the author.

⁴¹ Abbasi et al., "Linking Corporate," 1.

⁴² Elodie Gentina and Thomas Tang, "Youth Materialism and Consumer Ethics: Do Gen Z Adolescents' Self-Concepts (Power and Self-Esteem) Vary Across Cultures (China vs. France)?" *Ethics & Behavior* 34, no. 2 (2024): 120, <https://doi.org/10.1080/10508422.2022.2151012>.

⁴³ Thanh Le and Ngoc Bui, "Consumption-Related Social Media Peer Communication and Online Shopping Intention Among Gen Z Consumers: A Moderated-Serial Mediation Model." *Computers in Human Behavior* 153 (2024): 1, <https://doi.org/10.1016/j.chb.2023.108100>.

⁴⁴ Xinyi Wei et al., "The Expectations of Generation Z Regarding the University Educational Act in Romania:

Table 2 shows that the studies were published between 2017 and 2024. Most of the studies, eight, were published in 2022 and 2023. In 2024, there were four studies, while one study each was published in 2017, 2020, and 2021. It is observed that quantitative methods were predominantly used in the included studies (19 studies). Qualitative methods were used in two studies, while mixed methods were used in one study. In the following section, detailed information about the studies, summarized in Table 2, is provided.

4. Evaluation of Findings

4.1. Studies Focused on Consumer Behavior and Marketing

The studies reached through the literature review conducted based on the previously mentioned criteria indicate that a significant portion of the studies related to Generation Z in the field of organizational psychology are focused on consumer behavior and marketing. For instance, Study 1 examined Generation Z consumers' current perceptions, expectations, and recommendations regarding their future interactions in smart retailing.⁴⁵ They found that smart technologies significantly influence the experiences of Generation Z consumers. According to the study's findings, participants emphasized the importance of conscious shopping and education while expecting widespread use of new devices. Additionally, some participants expressed skeptical attitudes toward the impact of smart retailing on the job market.

In the study 3 aimed at examining the psychological mechanism of Generation Z university students using network slogans, the researcher found that most students understood the slogans, while psychological and behavioral factors varied according to gender, department, and class level.⁴⁶

One of the studies related to this topic is about determining which dimensions of online convenience affect Generation Z's cognitive and emotional attitudes and their impulsive online shopping behavior. In the study 7, the researchers found that online convenience significantly impacts cognitive and emotional attitudes, which in turn affect the impulsive online shopping behavior of Generation Z consumers. Additionally, the study identified the regulatory role of social media influencers in product promotion.⁴⁷

In the study 8, the researchers aimed to investigate the relationship between smartphone addiction and compulsive online shopping behavior among Generation Z consumers and to understand the role of emotion regulation behaviors and flow experiences in this relationship.⁴⁸ The study found that smartphone addiction is associated with compulsive online shopping among Generation Z, and emotion regulation behaviors play a significant role in this

Optimizing the Didactic Process by Providing Feedback." *Current Psychology* 43 (2023): 6783, <https://doi.org/10.1007/s12144-023-04776-x>.

⁴⁵ Priporas, Constantinos, Nikolaos Stylos, and Anestis Fotiadis, "Generation Z," 374.

⁴⁶ Dong, "A Probe," 1.

⁴⁷ Lina, Hou, and Ali, "Impact of Online," 1.

⁴⁸ Mason et al., "Glued to Your," 1.

relationship. On the other hand, Study 9 aimed to determine the intentions of Generation Z tourists to visit green hotels and explore the factors influencing these intentions.⁴⁹ Their study revealed that attitude was the most influential factor affecting Generation Z's intention to visit green hotels, followed by personal moral norms, subjective norms, and environmental concerns.

In the study 11, researchers aimed to determine the impact of recycling and waste reduction behaviors on sustainable tourism decisions among Romanian youth.⁵⁰ They found that recycling and waste reduction behaviors directly influence sustainable tourism decisions among Generation Z, and they also found that destinations preferred by this generation are exposed to less human intervention. Another study related to this topic is study 12.⁵¹ This research aimed to explain Generation Z's use of artificial intelligence (AI) products and their impact on environmental sustainability. They found differences in factors influencing green behaviors among Malaysian and Turkish Generation Z participants while identifying similar significant determinants influencing the use of AI products.

Study 14 examined the predictors and mediators of branded functional beverage consumption behavior among Generation Z in Bulgaria.⁵² Their study revealed that the personal values of Generation Z influence their consumption behavior, highlighting the significant role of media and the indirect impact of functional beverage health benefits on purchase intention. Study 21 is another study focused on youth materialism.⁵³ They investigated the effects of youth materialism on the consumer ethics of Generation Z. The study found that youth materialism influences the consumer ethics of Generation Z through power and self-esteem. It was also observed that culture moderates these effects, mainly showing differences between China and France.

In the study 22, the aim was to investigate how social media interactions of Generation Z in Vietnam influence their online shopping intentions and whether brand quality and preference mediate this relationship, with subjective norms strengthening this association.⁵⁴

4.2. Studies Focused on Social and Psychological Effects

The literature review shows that some studies related to organizational psychology concerning Generation Z focus on social and psychological effects. For instance, in the study 2, researchers explored the impact of unconscious perceptual processing on decision-making processes and examined the influence of characteristics such as personality and gender associated with unconscious processing on Generation Z.⁵⁵ The study revealed that verbal

⁴⁹ Pan et al., "Anticipating Z," 1.

⁵⁰ Puiu et al., "Behavioral Approach," 2.

⁵¹ Al-Sharafi et al., "Generation Z," 1.

⁵² Teofana Dimitrova and Illiana Ilieva, "Consumption Behaviour," 1.

⁵³ Gentina et al., "Youth Materialism," 21.

⁵⁴ Le and Bu, "Consumption-Related," 1.

⁵⁵ Sutil-Martín and Gomez, "The Influence," 1.

stimuli were more effective than visual ones, and gender and neuroticism levels influenced unconscious decision-making processes. Study 4 investigated how Generation Z defined and developed resilience during the COVID-19 pandemic.⁵⁶ Participants identified resilience as a fundamental characteristic of university students and emphasized that it comprised internal and external factors. The study also offered various recommendations for resilience training, particularly suggesting using a mixed-platform approach.

Study 6 investigated the characteristics influencing Generation Z's social media usage and satisfaction levels, focusing on the regulatory effect of economic capital.⁵⁷ The study found that Generation Z engaged in different social media uses for daily routines or socializing, with middle to upper-income families using social media more frequently. Additionally, the study concluded that motives and family income influenced Generation Z's social media habits.

Study 10 explored how participation in sports communities during the pandemic could affect the life satisfaction of Generation Z and the role of psychological capital in this relationship.⁵⁸ The study found that the effect of participation in sports communities on life satisfaction in Generation Z varied depending on the relationship between stress levels and psychological capital. In another study aimed at understanding the behavior of Generation Z employees in the workplace, particularly the impact of illicit tasks on these behaviors and the mediation and moderation factors involved, researchers demonstrated that illicit tasks were positively associated with withdrawal behavior among Generation Z employees. They also confirmed the mediating role of perceived insider status and the moderating effect of perceived overqualification in this relationship⁵⁹.

Study 17⁶⁰ aimed to examine the differences between Generation Z and Generation X in coping with a global crisis such as COVID-19, focusing on resilience, personal values, and attitudes during crisis times. The study found that Generation Z is less resilient than Generation X but more open to change and inclined towards personal development. Additionally, both generations were found to have similar attitudes towards online consumption.

Study 18 aimed to investigate the differences in personality traits between generations and examine the impact of age, gender, and self-presentation on these traits.⁶¹ The study found that the age factor did not have a significant effect, but slight gender differences were observed in emotional stability, extraversion, empathy, and self-presentation. Moreover, the intergenerational differences were found to have relatively minor effects.

Another study on the topic is study 23.⁶² In this study, researchers examined how problematic smartphone use among the Generation Z affects anxiety symptoms and the role

⁵⁶ Ang et al., "Generation Z," 8132.

⁵⁷ Hu, Hu, and Hou, "One Social Media," 1.

⁵⁸ Park et al., "Sport Community," 1.

⁵⁹ Fan et al., "Do Illegitimate,"

⁶⁰ Harari, Sela, and Bojmel, "The Expectations," 24223.

⁶¹ Stelling, "Do Applicants," 1.

⁶² Wei et al., "The Expectations," 6783.

of positive coping style and dispositional mindfulness in this interaction. The study found that problematic smartphone use among the Generation Z influenced anxiety symptoms through positive coping styles and dispositional mindfulness. Specifically, the study found that problematic smartphone use did not reduce anxiety symptoms, especially among individuals with low to moderate levels of positive coping style.

4.3. Studies Focused on Work and Career

Some of the studies examined in the literature review are focused on work and career. For instance, Study 5 aimed to determine which career options psychology students of the Generation Z perceived as suitable.⁶³ They found that psychology graduates pursued careers in counseling and applied fields, while psychology students showed the most interest in careers related to mental health and children. Study 13 is another study aimed to develop a feedback tool that better meets the learning needs of the Generation Z while being suitable for the labor market and society as a whole.⁶⁴ They found that the feedback provided by the Generation Z focused on psychological, pedagogical, educational management, and overall impression areas. Additionally, the study determined that the SKS assessment form was more reliable for evaluating different disciplines than the standard form.

Study 16 examined the relationship between resonant leadership, self-efficacy, organizational identity, job performance, and turnover intentions among Generation Z software professionals in large-scale software companies in India.⁶⁵ They found resonant leadership among Generation Z software professionals explained the impact on job performance and turnover intentions through self-efficacy and organizational identity mediation.

On the other hand, Study 19 investigated the role of flexible work options in strengthening the relationship between structural empowerment and contextual job performance in the context of the Generation Z.⁶⁶ The study found that flexible work options enhanced the relationship between structural empowerment and contextual job performance among Generation Z employees.

Another relevant study is study 20.⁶⁷ This study examined the impact of internal and external corporate social irresponsibility on organizational deviance behavior of employees from Generation Z and Generation Y, using anger as a mediator variable. The findings revealed that internal and external corporate social irresponsibility influenced organizational deviant behavior through the mediation of anger among Generation Z and Generation Y employees.

⁶³ Collison and Eck, "Oh, the Places," 245.

⁶⁴ Bratu et al., "The Expectations," 1.

⁶⁵ Gaan et al., "Generation Z," 27344.

⁶⁶ Taibah et al., "The Moderating," 1.

⁶⁷ Abbasi et al., "Linking Corporate," 1.

5. Conclusion

This study aims to provide a general overview of the empirical research in the international literature related to Generation Z in organizational psychology. Because this generation has recently reached adulthood, empirical data on this generation is quite limited. This limitation raises questions about the scientific legitimacy of the data available in the literature concerning this generation. Additionally, the fact that Generation Z is entering organizations and the workforce anew underscores the importance of studies conducted from management and organizational psychology perspectives. In this context, a literature review was conducted to provide an overview of empirical research on Generation Z in organizational psychology in the international literature. For this purpose, a literature search was conducted in the Web of Science database covering 2017-2024. The search included studies published in SSCI-indexed journals under the category “Psychology Multidisciplinary” and containing the terms “Generation Z” and “Gen Z” in their titles, resulting in a total of 23 studies.

The search revealed that the studies were published between 2017 and 2024. Notably, quantitative methods were predominantly used in the studies (20 studies). Additionally, a significant portion of the studies focused on consumer behavior and marketing.

The authors of the reviewed studies have examined the possible relationships between the concept of Generation Z and various other concepts. Most research on Generation Z is focused on consumer behavior and marketing. These studies shed essential light on understanding the shopping habits, technology affinity, and preferences for sustainable consumption of Generation Z. Particularly, research on the impact of smart technologies in the retail sector, tendencies towards conscious shopping, and the role of social media interactions in consumer decisions serve as valuable resources for retail companies to make strategic decisions.

On the other hand, studies focusing on Generation Z’s social and psychological impacts are also critical. Especially research examining the effects of global events like the COVID-19 pandemic on the resilience, social media usage, and life satisfaction of young people plays a crucial role in understanding the psychosocial needs of youth. These studies provide valuable insights for developing strategies to support young people and enhance their psychological resilience during crises.

Finally, studies focusing on Generation Z’s work and career aspects are also noteworthy. These studies provide an essential source of information for understanding the career preferences of Generation Z, the factors influencing their job performance, and their behaviors in the workplace. Research on the leadership skills, job satisfaction, and turnover intentions of young professionals in the software industry is a valuable guide for developing strategic human resources policies in the business world.

This study has some limitations. The study covers the details of the previously mentioned database and criteria. Therefore, the results of this study are limited to the data obtained according to the relevant criteria. It is worth noting that using different databases and criteria could lead to more efficient results, particularly in providing more detailed classification and reporting opportunities.

Generation Z has recently become a highly intriguing topic in international literature. Therefore, studies in this area are crucial. There is a significant gap in the domestic literature regarding this topic. Empirical and conceptual research on this concept is believed to be highly feasible. Hence, it is beneficial to remind researchers that there is a lack of studies on this concept in the literature. Additionally, emphasizing the potential interest in further research and the contribution such studies could make to the relevant literature is crucial.

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