

Navigating the Evolving Landscape: A Comprehensive Systematic Literature Review on Generation Z's Expectations for Internal Communication from Leaders to Enhance Employee Productivity

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Abstract - This systematic literature review delves into the dynamic realm of internal communication between leaders and Generation Z employees, aiming to elucidate the expectations of this emerging workforce and explore strategies to elevate organizational productivity. In an era marked by rapid technological advancements and shifting workplace dynamics, understanding and adapting to Generation Z's communication preferences becomes imperative for fostering a thriving work environment. This review critically examines existing literature, synthesizes key findings, and proposes insights that leaders can leverage to optimize internal communication practices, ultimately boosting employee productivity in the contemporary workplace.

Keywords: Employee Productivity, Expectations of Generation Z, Internal Communication and Workplace Leadership.

I. INTRODUCTION

The efficacy of a leader's communication skills, modes, and channels plays a pivotal role in shaping the attitudes and outcomes of their employees (Men, 2014). Recognizing the necessity for adapting leadership theories to address the preferences of the evolving cohort, researchers emphasize the need for a modernized perspective (Anderson et al., 2017). In the past decades, extensive research has scrutinized various generational cohorts, with a predominant focus on millennials and their distinct attributes. Presently, researchers are allowed to explore diverse perspectives across different life stages, enabling a nuanced understanding of how older individuals perceived specific issues during their youth (Dimock, 2019).

Amidst the spectrum of generational cohorts, Generation Z, also known as the I Generation (Schneider, 2015), is now entering the professional sphere, bringing with them unique attributes that necessitate exploration. It is crucial to familiarize ourselves with these attributes not only to facilitate the integration of Generation Z into the existing work culture but also to ensure that established employees feel a sense of connection with this new wave of talent.

As newcomers to the corporate landscape, Generation Z has garnered significant attention from key stakeholders, including business leaders, entrepreneurs, managers, and colleagues. Their expectations in the workplace differ from other cohorts, aligning closely with those of the Millennial generation (Schroth, 2019). With the advent of this technologically native generation, business leaders have a valuable opportunity to

formulate strategies that cater to their unique strengths and preferences, creating substantial value for their organizations (O'Boyle et al., 2017).

Despite the heightened awareness surrounding Generation Z, there remains a dearth of research on the internal communication strategies employed by leadership within organizations (Soieb et al., 2015). Internal communication, encompassing the dissemination of information, relationship-building, and the shaping of organizational culture and values (Berger, 2008), is integral to effective leadership. The ability of leaders to convey their ideas relies on connectivity, and historically, effective networking and impactful communication have been cornerstones of successful leadership. Addressing this knowledge gap is paramount for understanding and optimizing the communication dynamics that will foster a harmonious and productive work environment.

Hence, a significant gap emerges in the identification of pertinent disparities in intergenerational preferences for internal communication from leadership, presenting an opportunity to enhance the management of a multigenerational workforce and propel organizational success. In the current landscape, addressing the needs of the newest generation, Gen Z, is paramount for organizational leaders. Proactively understanding and accommodating the internal communicational expectations of Gen Z before their full integration into the workforce is not only a responsibility but a strategic imperative for leaders. This foresight allows organizations to proactively shape their internal communication strategies, fostering an environment that not only meets Gen Z's expectations but also enhances overall productivity, ultimately steering them towards the achievement of organizational objectives. To bridge this crucial gap in understanding Gen Z's expectations of internal communication from leaders, this study aims to comprehensively analyze existing knowledge through a systematic literature review. The primary objective is to identify and elucidate the internal communicational expectations of Gen Z from leadership, with the goal of fostering an environment that boosts employee productivity and optimally aligns with organizational objectives.

II. METHODOLOGY

This study has adopted a systematic literature review that can broadly be classified as a domain-based review. Researchers collected relevant literature through online databases and screened it manually. This allows authors to identify the major gaps, trends, and patterns.

A. Selection Criteria & Review Principles

Researchers consistently assess on high-quality journals that are identified by H-index or Australian Business Deans Council (ABDC) rating. Further, this study only premeditates to include articles that were published between 2000 to 2023. According to Table 11 adopted from (Liao et al., 2017), the exclusion and inclusion criteria are mentioned which are used to filter and conduct a systematic literature review.

Table 11. Inclusion & Exclusion Criteria of the Study

	Criteria	Criteria Explanation
Inclusion	Search Engine Reason	The article which contains key words and high ranked journals.
	Partially Related	Researchers focused on multigenerational workplace communication without mentioning Gen Zs. Explore the Gen Zs expectations and traits to support the description of expectations towards internal communication.
	Closely Related	The research efforts of papers that are specifically related to Gen Zs expectations from their leaders.
Exclusion	Search Engine Reason	Papers without access to the full text. Articles that are not written in English or unpublished articles.
	Non-related	The article is not related to Gen Zs expectations, internal communication, leaders, and employee productivity.

Source: Authors' compilation.

II. LITERATURE REVIEW

A. Internal Communication

Communication is key for any member in an organization which researchers has demonstrated to be an important component of 'internal communication' (Andersson, 2019). Basically, internal communication defines to be the process of sharing information, fostering connections, and maintaining organizational culture and employee appreciation, fundamentally it means engaging with employees. Therefore, understanding among employees is very important. Further, researchers have explained that internal communication is a pivotal aspect that aids individuals in decision-making, problem-solving, grievance handling, accomplishing targets, and change management procedures (Bereger, 2008). In fact, for a workplace, an effective communication system is a critical practice. Effective communication directly develops internal bonds, and it is essential for employee engagement (Welch, 2012) thereby, internal communication may affect in developing trust, commitment, and positive attitudes among the employees within an organization (Welch, 2012) Thus, a strong internal communication system will drive organizations to amass benefits through improved trustworthiness and boosted morale (Jablin et al., 2001). Internal communication is associated with various outcomes of individuals like well-informed employees(White et al., 2010), employee commitment (Tkalac Verčič et al., 2017), organizational identification (Nakra, 2006), job achievement and performance (Gray et al., 2004). Effective internal communication enhances workplace reputation and employee credibility with external stakeholders by promoting trust and honesty (Dawkins, 2004, White et al., 2010). Also, internal communication

caters to the important insights of leaders' communication styles within the organization (Men et al., 2014, Men, 2015). However, on one hand researchers have elaborated that the lack of studies has been done about the influence of cultural differences when comes to internal communication (Tkalac Verčič et al., 2012). In the event it is very important to have an understanding about different communication patterns, styles, methods etc.

Moreover, the communication styles among different generations would be affected in many ways by the workplace settings. In the event, causes can be delineating the disparities among generations, creating grievances, and miscommunication which will eventually may lead to the failures of workplace productivity (Dangmei et al., 2016). In contrast, successful internal communication in a workplace may bring up the entire organization to an effective inter-relationship development, besides, it is the road to effective employee engagement (Welch, 2012). According to (Ruck et al., 2012), it is the fundamental pathway to develop healthy relationships in the workplace. Particularly, in organizational change behaviors, internal communication is essential to convey the changed procedures to employees by bridging that they can incorporate change without any challenge to face. Communication inside a workplace follows a particular sequence from casual conversations to official dialogue delivered by the top management. It includes a range of interactions in the workplace such as, between manager and employee, in-between employees, team, or group wise, and project-oriented conversations and decision-making processes (Welch et al., 2007), incase each and every communicational transaction have to be clearly transmitted to create the communication network. It enhances the performance of personals and on the other hand it would create an encouraging atmosphere (Mazzei et al., 2019). Nevertheless, positive relationships among employees and the standard communication behavior of employees are the fundamental drivers that can make impact on essentials such as reputation and stakeholder relations (Kim et al., 2011).

In accordance with Hartman et al. (2011) justification, there is a dual concept in communication styles as style-typing and style-flexing which demand in developing bonds between the communication style and the attendees. On the other hand, this concept brings up more interpersonal communication skills and will assist in being effective communicators. Further to the importance in understanding the communicational style and the attendees, (Hartman et al., 2011) have identified a dual concept as in style-typing is basically described that it as a technique that enables to identify the objected group of communication and the applicable communication style to the objected individuals in the event, style flexing will play the role only after the most applicable communication style is identified. This is simply explained as proficiency in being flexible to the objected individual's communication style.

Furthermore, Hartman and McCambridge have identified that in general, people use a blended concept including these two communicational concepts, yet, both parties which include the segment of individuals whose own communication style, and the objected segment of the communication must maintain the least communicational obstacles. Although (Hartman et al., 2011) have explained about these communicational styles, they have further emphasized that these concepts were addressed approximately 40 years ago, and the relevance of these concepts are being less prioritized with the current working contexts. However, Humaira Raslie and Su-Hie Ting, have described the lack of knowledge in the literature that have been done on the communication styles of Gen Z. They have further explained that in the matter of Gen Zs having not entered the workplace a decade ago might have been the reason for the lack of knowledge of the communication

styles of Gen Z. Simultaneously, they have underscored that the significance of future studies relevant to the communication styles of Gen Z.

B. Expectations of Gen Zs

In ascertaining Generation Z, the Post-Millennial, who are with diverse characteristics, has not yet completely entered the workplace. Therefore, the current workforce needs to be prepared to welcome them as the latest intake (Dimock, 2019). Unlike for the baby boomers, there is no specified age classification for Generation, yet if analytical intentions occur, research has substituted an age gap for Gen Z as between 1997 to 2012 (Dimock, 2019). According to the Dimock identification of age gap, it proves that Gen Z population is still not fully occupied in the corporate world. In that matter, the need to identify “who are actually Gen Z” is important before they enter the workforce. Leaders have the responsibility of welcoming them and must create a proactive environment aligning to their expectations within the organization. On (Lanier, 2017) justification, Gen Z is designated as the first real “digital native” generation reasoning they were born and attained in the digital and technical world. In this case, Gen Z maintains a lifestyle surrounded by technology and digitalized communication systems rather than face-to-face communication. A survey that have been done by Northeastern University, USA found that 63% students are more keen in learning entrepreneurial things that proved Gen Z are more attracted in innovative things (Lanier, 2017). Furthermore, Gen Z prefer more to stay interconnected with people and do not hesitate being collaborative (Ozkan et al., 2015). Going beyond that, Gen Z more open in sharing ideas, opinions and thoughts when comparing to other cohorts and, they can easily be comfortable with people (Chillakuri et al., 2018). Moreover, the fact that Gen Z tend to use abbreviated language when communicating in virtual environments, which affects their listening, interpersonal and social skill (Tulgan et al., 2002).

However, it assumed to be that within the next decade, all Gen Zs may be exposed to the workforce. Thus, leaders in the current workforce must establish an appropriate atmosphere which will be supportive with Gen Z’s expectations to enhance their productivity levels. Researchers have found that since Gen Z is the most goal-driven generation out of other generations, they as employees have high financial prosperity, well-informed, and are more ethical and exposed to multicultural societies compared to other cohorts. (Barna, 2016).

In identifying on what Gen Zs are expecting from their leaders, explorations have ascertained as 42% of the cohort were preferred leaders with positive attitudes and 35% expected behaviors with motivational aspects from the leaders, and 37% expected leaders who have well-defined objectives (Bresman et al., 2018). Further as per (Bresman et al., 2018), Gen Zs are anticipating clear instructions and a training related to their job and responsibilities. Gen Z being optimistic leaders who has soft skills and being open minded and friendly. Furthermore, according to the results almost more than 77% Gen Z employees prefer millennial leaders rather than baby boomers (Grow et al., 2018). Gen Z value work-life balance, supportive environment, continuous feedback, professional advancement, and achievement. Moreover, Gen Z employees wish private mentors through their leaders (Gabriellova et al., 2021). Almost 80% present of Gen Z employees prefer to work hard and they crave to organize their successful professional path (Gabriellova et al., 2021). Aligning with information of the National Center for Education Statistics, Gen Z is expecting to be an independent cohort in studies, besides they intended to meet their financial obligations by their own earnings. Furthermore, Gen Z preferred

to enjoy their freedom and financial earnings both in the same way. Further to the ('National Center for Education Statistics,' 2017) Gen Z are more faithful to their profession upon the organization in case their earnings are high in accordance with the profession. Gen Z is efficient task managers, consequently they get bored when doing same work in repetition as they do not hesitate to learn new things in the workplace (Zhitomirsky-Geffet et al., 2016). Gen Z expects an encouraging environment with clear instructions and structures, and explicit benefits and performance matrix from their workplace (Baum, 2020). Gen Z are more likely to have a proper onboard system that would mitigate them from apprehension and uncertainty about the novel surroundings so that they can perform neighboring with their leaders which would help them in achieving their expectations (Bresman et al., 2018). Gen Z drive challenges to other generational cohorts, as their behavior is unique that can be make potential changes in the workplace. As a result of that generational differences cannot be overlooked by the leaders as they need to prepare to welcome and understand the new generation accordingly (Chillakuri et al., 2018). As Gen Z new to the workplace, they have not been systematically assessed yet (Gabriellova et al., 2021).

Gen Z performs a significant arrival to the workplace as they are new cohort to the labor market, therefore the need of better understanding about Gen Z characteristics has become more important. Furthermore, researchers have identified high four risk areas that can be create work conflict between managers and gen Z employees as motivation, leadership style, teamwork, and social interactions. In accordance with, millennial managers must communicate proactively with their followers, have to engage with Gen Z to understand their preferences and demands. As per, being collaborative and building good relationship with gen Z employees can leads a more productive work environment (Gabriellova et al., 2021). Thus, identifying Gen Z unique characteristics, their behaviors, their perspectives very important to understand for the leaders to create perfect environment within the organization. Gen Z communication styles, their needs on communication are unique with comparing to other generational cohorts thereby this study focuses on Gen Z expectations on internal communication from leaders to identify most affective internal communication to boost Gen Z productivity.

C. Workplace Leadership

The notion of “Leadership” is defined as “The process of influencing a group of individuals to achieve a vision or desired outcomes” (De Jong et al., 2007). In the same vein, leaders must be supportive with their employee expectations. Research explains that employee work performance will be directly or indirectly built upon leadership, and it may result in organizational success or failure (Wen et al., 2019). Nevertheless, the researchers tend to elaborate various justifications about the concept of leadership, concerning the existence of leaders in complex ever-changing professional milieu and the effectiveness of their presence (Tal et al., 2016). Since there is a solid partnership between leadership and dynamic work atmosphere. Successful leadership drives organizations to success (Oreg et al., 2011). Thus, the notion of “Inclusive Leadership” comes to play. Inclusive leadership is extremely vital for an ever-changing work environment, since inclusive leaders value employee’s involvement to the occupation and grant respectfully and equitably (Qi et al., 2019), on top of that, leaders included in this particular category consider essentials of their followers and consider about their interests with fairness.

Leadership is basically a communicational engagement, it can be in many ways such as between people, objects, and knowledge. Before, leadership was limited to an

individual person rather than a cooperation which can define leadership. People must be aware that leadership is not limited or fixed for a single person or profession it covers the interactions that can be between people, with the environment, with objects, and with the frame around them (Borgelt et al., 2007). Inclusive leadership provides the direction to develop the identification of employees within the organization and further inspires employees to achieve organizational targets with a positive mindset (Randel et al., 2018). Inclusive leadership not only targets the top-level managers, but it can also be applied on different levels as among team members who work towards one goal. Leadership can become meaningful when all the members commit to effective leadership rather than being limited to the top management (Borgelt et al., 2007). Poor qualities on leadership will have negative impacts on the organization like employee dissatisfaction, high turnover, and will increase the costs of onboarding frequently (Borgelt et al., 2007). Researchers found two types of leadership “transactional” and “transformational” leadership.

Transactional leadership is defined as the leaders who provide rewards to employees’ achievements of goals and to their effective performance. This type of leadership comes between leaders and followers that exchange rewards and incentives (Rafferty et al., 2004). Transactional leaders are who fulfill the external needs of their employees (Zheng et al., 2017). Transformational leaders who encourage their employees to enhance employee productivity, efficient processes, and the contribution based on trust and expectation (Wen et al., 2019). Furthermore, most findings measure the quality of leadership based on the behavior of leaders to their subordinates. Therefore, the behavior of leadership defines into two aspects according to the employee’s viewpoint. The leaders who are only focusing on completing the tasks without thinking about any other aspects related to the employees’ growth are task-oriented behavior. Task-oriented leaders only sacrifice their time to focus on tasks rather than focusing on building up good relationships among employees. And the other thing is relationship-oriented, the opposite side of task-oriented that the leaders more focus on people over the task’s completions. They encourage their followers by providing rewards, appreciation for achievements of followers, give recognition for their performances, value their contribution, and build up trust and loyalty among employees (Wikaningrum et al., 2018).

When it comes to business communication, the role of leadership comes first and the leadership styles that can encourage the relationship between employer and employee is the most effective style in the workplace (Hackman et al., 2013). Employees feel that they are valuable assets to the workplace, and they feel that their presence is invaluable, their ideas are important through maintaining a good relationship among employers and employees. Therefore, the leaders that want to maintain an effective communication environment must understand the value of better communication that need to be maintained and the benefits of better communication rather than thinking training programs (Kelly et al., 2019). According to the researchers’ findings there are main three leadership styles that have unique communication styles. First, authentic leadership style that is less aspired and less admired by the followers. Those leaders’ strategies are offensive therefore employees get stressed, and they will become disrespectful to the authentic leaders (Chan et al., 2013). Second, the most desired and admired style is democratic as well as participatory leadership style that followers get encouraged to express their suggestions and feedbacks. Democratic leaders are more connected with employees and are concerned about their productivity, contribution, and comfort (Puni et al., 2014). Their communication styles are more connected with employees in an amiable

way. Third, laissez-faire leaders offer the right to the employees to complete all the tasks according to the whichever the likeness they prefer. Laissez-faire leaders do not like to act, they hesitate to take decisions and are not responsible for anything. This leadership style creates conflicts, and it leads to dissatisfaction among employees as a result of lack of communication (Puni et al., 2014). Thereby, leaders need to have an idea about how they influence their subordinates to get successful contributions. Employees and employers must maintain the factor of solidarity among them to get an effective communication environment. Leaders' liability is to build a better environment in the workplace by controlling error free communication in corporate environment.

The effectiveness of leaders is based upon the capacity of their influence over the employees. This will be diverse from one to another because all employees are not replicas and are realistically varied. Successful leadership is linked with the guidance and motivation that influence the employees to walk on the right path. Therefore, all leaders have to admit that all employees are not the same, their viewpoints are diverse and have to adapt to the changes in an essential way to get positive outcomes in a leadership role (Wikaningrum et al., 2018).

When the matter comes to communication, leaders have to share and react to the details on time, have to consider suggestions offered by others, have to communicate clearly and briefly to the followers and have to use channels and resources accordingly (Gabriellova et al., 2021). As per the study, this will focus on Gen Z internal communication expectations from leaders. As the new generational cohort their communication expectations might be unique and exclusive from the age-old patterns of communication. Therefore, the leaders must understand their communicational expectations and must adapt with them to get Gen Z productivity.

D. Workplace Productivity

Productivity is a term that defines how the extent to which that employees can perform their work output by increasing the quality or quantity or both at once (Leaman et al., 2010). Productivity describes how the relationship between input and output is gained from organizations (Pritchard et al., 2008, Jensen et al., 2016).

Many studies acknowledge the matter of the linkage between workplace environment and productivity and the well-being of the employees (Croon et al., 2005, Danielsson et al., 2008, De Been et al., 2014). Therefore, some environmental factors like air quality, office interior design, the temperature, the noise pollution that can affect to the productivity of employees (Haynes et al., 2017, Al Horr et al., 2016). According to most findings, workplace interior design as well as the workplace environment make a huge impact on the productivity of employees (Oseland et al., 2012).

Furthermore, internal communication plays a key role as effective internal communication affects the employee's overall productivity and the behavior of the workplace (Welch et al., 2007). Therefore, the satisfaction of communication in the workplace is a very important factor, which will be essential to workplace productivity (Sadia et al., 2016). If there are not enough internal communication systems in the organization, that company cannot achieve their goals and objectives even though they have the best skills, progress, and high profit. Poor communication system leads to confusions, disagreements, misconceptions, wrong judgements among people and it will be a direct impact for the workplace productivity (Sadia et al., 2016). Whenever an organization wants to build up healthy culture, increase employee motivation, build trust,

understanding and commitment have to place an effective internal communication which eventually leads to the overall productivity (Das et al., 2023).

Effective internal communication is an essential endeavor for an organization since it affects employee motivation in achieving organizational goals and objectives (Welch et al., 2007), in other words, as it is important to get a thorough idea about Gen Z expectations for internal communication on the other hand it explains that internal communication strongly effects the workplace productivity. In an organization with the intention of accomplishing goals and objectives ultimately, they have effectively communicated their plans to the employees. The main responsibility of this conveyance is with the senior management; besides they have to maintain effective internal communication and on the other hand they have to train their employees to attain the productivity in a workplace (Sadia et al., 2016).

With the dawn of the new generation, leaders must identify the factors that affect employee productivity. As per this study, it focuses on how internal communication influence towards the Gen Z productivity.

III. RESULTS AND DISCUSSION

Authors identified the emerging gap in the relevant study and conducted a comprehensive systematic literature review to explore more to identify trends, patterns, and major gaps of Gen Z's communicational expectations from leaders which will affect in boosting productivity. As discussed in the study, Gen Zs are entering the corporate world as newbies with more knowledge of technology, basically, they are technologically native hence well-equipped and tech savvy and they have access to the knowledge, therefore they are keener on exploring the knowledge. Thus, their existence in the workplace would be more beneficial in improving work performance and productivity.

Within the next decade, all the Gen Z will be entering the workforce. Besides, expectations of Gen Zs will differ from other generational cohorts. Apprehending Gen Z's expectations to align internal communication accordingly is a requirement emerging in the given circumstance. As an identification on what Gen Zs are expecting from their leaders, explorations have ascertained as 42% of the cohort were preferred leaders with positive attitudes and 35% expected behaviors with motivational aspects from the leaders, and 37% expected leaders who have well-defined objectives (Bresman et al., 2018). Thus, leaders must be aware about these expectations of Gen Z for internal communication to effectively manage those new generational cohort in the business to make them to be comfortable with align to the organizational culture and enhance their performance and boost the organizational productivity.

Hence, on one hand, if the existing way of the internal communication is completely contrast to the expected communication of Gen Z, can be taken into situations such as grievances, and miscommunication which will eventually may lead to the failures of workplace productivity (Dangmei et al., 2016). On the other hand, successful internal communication in a workplace may lead the entire organization full of effective inter-relationships, besides, it will result in effective employee engagement (Welch, 2012).

In addition, results found that internal communication is associated with various outcomes of individuals like well-informed employees(White et al., 2010), employee commitment (Tkalac Verčič et al., 2017), organizational identification (Nakra, 2006), job achievement and performance (Gray et al., 2004). Ultimately, effective internal communication enhances workplace reputation and employee credibility with external stakeholders by promoting trust and honesty (Dawkins, 2004, White et al., 2010).

Therefore, organizations have be more concerned in enhancing internal communication according to the Gen Z expectations.

Authors adopted Liao et al. (2017) exclusion and inclusion criteria's to this study with the intention of assure the quality of the study and include the most specific findings. Therefore, all unpublished and papers with other languages have been excluded by the authors as mentioned in the methodology. As Gen Zs is still entering and not fully occupied new cohort to the cooperate world, there are scant findings related to this study.

IV. CONCLUSION

The primary objective of this study is to bridge the gap in understanding Generation Z's expectations regarding internal communication from leaders. It undertakes an analysis of existing knowledge through a systematic literature review, with the overarching goal of identifying Generation Z's expectations from leadership and their impact on boosting employee productivity.

Generation Z, often referred to as the I Gen, is the newest cohort entering the dynamic corporate landscape, bringing with them distinct traits, behaviors, and unique characteristics. Notably, Gen Z individuals exhibit a high dependence on technology, which significantly influences their communication preferences and work habits. Recognizing the transformative nature of this generation is crucial for leaders striving to understand and cater to their employees, a key component in achieving organizational success.

Leaders play a pivotal role in ensuring that their employees contribute efficiently and effectively to organizational goals and objectives. To enhance organizational productivity and ultimately achieve higher profits, leaders must focus on clearly defining goals and objectives while actively motivating employees to maximize their productivity levels. In this context, internal communication emerges as a critical tool for guiding employees according to a strategic plan, aligning their efforts with organizational objectives.

Despite the significance of this study, it is important to acknowledge that the use of convenient language for all researchers may present limitations. While English serves as a primary and worldwide language accessible to most scholars, language barriers persist, potentially limiting the scope and depth of the literature review. Recognizing this constraint, it is essential for future research to explore valuable insights in other languages, allowing for a more comprehensive understanding of Generation Z's expectations and their implications on internal communication and employee productivity.

Nevertheless, this study serves as an impetus for future researchers to delve deeper into the exploration of specific internal communication strategies tailored to address the distinctive expectations of Generation Z. The insights garnered from such research endeavors hold the potential to facilitate enhanced organizational adaptation and foster greater synergy between existing employees and the evolving generation, Gen Z.

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