

Gen Z at Work — Redefining the Modern Workplace



Source: Unsplash (2021)

Background

Gen Z—the digital-native generation born between 1997 and 2012—is now transforming traditional workplace culture with their fresh perspectives and job expectations (Forbes, 2025). Comprising 30% of the current global workforce, it is critical for contemporary human resource management to gain a deeper understanding of this new generational workforce (The HR Director, 2025). This case study will explore various trends associated with Gen Z work habits and the challenges modern HR faces in adapting to this evolving workplace culture.

Work From Home

The trend towards flexible work arrangements accelerated during the COVID-19 outbreak when many people spent most of their working hours at home (Forbes, 2025). Recent research indicates that, despite the global pandemic having ended some time ago, only 10% of Gen Z workers wish to return to the traditional five-day week in the office (The Times, 2025). While they acknowledge that time spent in the office fosters healthy team building, Gen Z emphasizes the importance of flexibility in working according to their own schedules (The Times, 2025). However, this preference presents a significant challenge for managers who struggle to ascertain whether their young employees are genuinely working. Studies reveal that a concerning 84% of Gen Z admit to watching TV shows or movies while working from home (HR Grapevine, 2025). Consequently, new approaches have emerged to guide managers and HR on effectively managing their remote workers. It is suggested that companies adopt a more results-oriented approach, allowing employees the freedom to choose how, when, and where they work as long as their work is delivered on time and meets quality standards (The HR Digest, 2025).

Micro-retirement

For young people in the early stages of their careers, the idea of waiting 40 years or more to retire might feel a bit dreadful (The Conversation, 2025). Traditionally, people have relied on sabbaticals, an extended paid leave agreed upon by their employer to take a break from their career (The Conversation, 2025). However, the current trend shows that young people are now taking unpaid leave or outright quitting their jobs to pursue ‘micro-retirement.’ Whether for traveling or simply taking a break to relieve their burnout, it has become increasingly popular among Gen Z to work for 3-5 years just to afford months or even years of not having to work, only to repeat this cycle (Business Insider, 2024). While micro-retirement encourages people to recharge and focus on personal growth, research also suggests that 18-36% of individuals would be more inclined to stay with their current jobs if sabbatical options were offered (Evrin Agac, 2025). However, the practice of micro-retirement poses an imminent threat to the integrity of the workforce and severely affects job continuity. Therefore, it is advised that employers interested in offering micro-retirement benefits develop clear guidelines and policies that facilitate open communication between employers and staff, thereby allowing companies to be alerted sooner and awarded sufficient time to arrange for temporary replacements or redistribute tasks (HR Daily Advisor, 2025).

4-Day Work Week

Over the past decade, ‘4-day work week’ has been a hot topic for HR professionals around the world, with more than 10 countries experimenting with this new office model, including Japan, the country known for its “karoshi” culture of death by overwork (Conde Nast Traveler, 2025). Gen Z workers are strong supporters of this trend: 93% believe it would make jobs more attractive, and 34% say they would accept longer work shifts over 4 days in exchange for 1 additional day off (Facilitate, 2024).

Despite risking a potential pay cut, there is overwhelming support for the notion that a 4-day work week would reduce burnout and make them more motivated to work (The HR Director, 2025). However, while Gen Z advocates for a shorter work week, some companies like Samsung are calling for a longer six-day work week (HR Brew, 2024). HR leaders are advised to assess their organizational goals, workforce needs, as well as the sentiments of their workforce (HR Brew, 2024).

Discussion Questions

1. How can managers effectively remote staff and measure productivity in a home office environment, especially when traditional oversight is limited?
2. In what ways might micro-retirement influence the traditional concept of retirement, and how should HR adapt to this trend?
3. What are the potential advantages and disadvantages of implementing a 4-day work week from an employer's perspective?
4. What are the feasibility and challenges of adapting such trends in the hospitality industry setting? What specific challenges might arise?
5. Are there other emerging workplace trends not mentioned in this case? What trends do you anticipate will shape the future of work for Gen Z?

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Keywords

- Gen Z
- Human Resource Management
- Workplace Culture
- Work Life Balance
- Work From Home
- 4-Day Work Week

Z 世代在职场上——重新定义现代职场



Source: Unsplash (2021)

背景

Z 世代——1997 年至 2012 年出生的数字原住民一代——正以其全新的视角和工作期望改变着传统的职场文化 (Forbes,2025)。他们占当前全球劳动力的 30%，因此，深入了解这一新的世代劳动力对当代人力资源管理至关重要 (TheHR Director,2025)。本案例研究将探讨与 Z 世代工作习惯相关的各种趋势，以及现代人力资源在适应这一不断演变的职场文化时所面临的挑战。

居家办公

灵活工作安排的趋势在 COVID-19 疫情期间加速发展，当时许多人的大部分工作时间都在家中度过 (Forbes,2025)。近期研究表明，尽管全球疫情已于稍早前结束，但只有 10%的 Z 世代员工希望恢复传统的每周五天办公室工作制 (The Times, 2025)。虽然他们承认在办公室的时间有助于健康的团队建设，但 Z 世代强调按照自己的日程灵活工作的重要性 (The Times, 2025)。然而，这种偏好给管理者带来了重大挑战，他们难以确定年轻员工是否真的在认真工作。研究揭示了一个令人担忧的现象：84%的 Z 世代承认在居家办公时观看电视节目或电影 (HR Grapevine, 2025)。因此，出现了新的方法来指导管理者和人力资源部门如何有效管理远程员工。建议公司采取更以结果为导向的方法，只要员工的工作按时完成并符合质量标准，就允许他们自由选择工作方式、时间和地点 (TheHR Digest, 2025)。

微退休

对于处于职业生涯早期的年轻人来说，等待 40 年或更长时间才退休的想法可能有些可怕 (The Conversation, 2025)。传统上，人们依靠雇主同意的延长带薪休假——即休假——来暂停职业生涯 (The Conversation, 2025)。然而，当前的趋势显示，年轻人现在正在休无薪假或直接辞职以追求“微退休”。无论是为了旅行还是简单地休息以缓解倦怠，工作 3-5 年只为负担得起数月甚至数年不工作的生活，然后重复这个循环，这在 Z 世代中变得越来越流行 (Business Insider, 2024)。尽管微退休鼓励人们充电并专注于个人成长，但研究也表明，如果有休假选择，18-36%的人会更倾向于留在当前的工作岗位上 (Evrin Agac, 2025)。然而，微退休的做法对劳动力的稳定性构成了直接威胁，并严重影响了工作的连续性。因此，建议有意提供微退休福利的雇主制定明确的指导方针和政策，促进雇主与员工之间的开放沟通，从而使公司能更早得到提醒并有足够时间安排临时替代人员或重新分配任务 (HR Daily Advisor, 2025)。

四天工作周

过去十年间，“四天工作周”一直是全球人力资源专业人士的热门话题，已有超过 10 个国家尝试这种新的办公室模式，其中包括以“过劳死”文化著称的日本 (Conde Nast Traveler, 2025)。Z 世代员工是这一趋势的坚定支持者：93%的人认为这会使工作更具吸引力，34%的人表示他们愿意接受四天内更长的工作班次，以换取额外一天的休息 (Facilitate, 2024)。

尽管可能面临减薪的风险，但绝大多数人支持四天工作周可以减少倦怠并使他们工作更有动力的观点 (The HR Director, 2025)。然而，尽管 Z 世代倡导缩短工作周，但像三星这样的公司却在呼吁延长至六天工作周 (HR Brew, 2024)。建议人力资源领导者评估其组织目标、劳动力需求以及员工的情绪 (HR Brew, 2024)。

讨论问题

1. 管理者如何有效管理远程员工并在家庭办公室环境中衡量工作效率，尤其是在传统的监督有限的情况下？
2. 微退休可能会以何种方式影响传统的退休概念？人力资源应如何适应这一趋势？
3. 从雇主的角度看，实施四天工作周有哪些潜在的优点和缺点？
4. 在酒店业环境中适应此类趋势的可行性和挑战是什么？可能会产生哪些具体挑战？
5. 是否还有本案例中未提及的其他新兴职场趋势？您预计哪些趋势将塑造 Z 世代未来的工作方式？

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关键词

- Z世代
- 人力资源管理
- 职场文化
- 工作与生活平衡
- 居家办公
- 四天工作周

Z 世代在職場上——重新定義現代職場



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居家辦公

靈活工作安排的趨勢在 COVID-19 疫情期間加速發展，當時許多人的大部分工作時間都在家中度過 (Forbes, 2025)。近期研究表明，儘管全球疫情已於稍早前結束，但只有 10% 的 Z 世代員工希望恢復傳統的每週五天辦公室工作制 (The Times, 2025)。雖然他們承認在辦公室的時間有助於健康的團隊建設，但 Z 世代強調按照自己的日程靈活工作的重要性 (The Times, 2025)。然而，這種偏好給管理者帶來了重大挑戰，他們難以確定年輕員工是否真的在認真工作。研究揭示了一個令人擔憂的現象：84% 的 Z 世代承認在居家辦公時觀看電視節目或電影 (HR Grapevine, 2025)。因此，出現了新的方法來指導管理者和人力資源部門如何有效管理遠程員工。建議公司採取更以結果為導向的方法，只要員工的工作按時完成並符合質量標準，就允許他們自由選擇工作方式、時間和地點 (The HR Digest, 2025)。

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討論問題

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5. 是否還有本案例中未提及的其他新興職場趨勢？您預計哪些趨勢將塑造 Z 世代未來的工作方式？

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關鍵詞

- Z世代
- 人力資源管理
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