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RESEARCH ARTICLE

Gen Z Human Resources Analysis in Innovation Management Drivers

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Abstract
Generation (Gen) Z is emerging as a transformative force redefining the innovation management landscape through their unique characteristics, born and raised amidst the digital technology boom. As digital natives, they don't simply use technology but internalize it as an extension of their way of thinking, enabling a more agile and adaptive innovation process. The purpose of this study is to analyze Gen Z human resources analysis in innovation management drivers. The research method used in this study is qualitative research. The data used in the study are secondary data from copies of books and journals. The research results show that Gen Z is bringing a significant paradigm shift in innovation management. They are not merely technology users, but rather act as catalysts, transforming how organizations create, adopt, and disseminate new ideas. This paradigm shift in innovation management is toward values-based innovation, the democratization of ideas, and digital fluency.

Keywords
Gen Z; Human Resource; Innovation Management Drivers.

1 | INTRODUCTION

Human resource management is a field of management that focuses on managing the role of people in optimally achieving organizational goals through a systematic and strategic approach (Hamzah *et al.,* 2025; Tambunan *et al.,* 2025). The scope of this discipline begins with a thorough workforce needs planning process to ensure that the company has the right number and quality of personnel in the right positions (Mariani *et al.,* 2023; Pandiangan *et al.,* 2025). After planning, the organization moves to the recruitment and selection phase, designed to identify the best talent who align with the company's vision and culture. Beyond the recruitment process, human resource management is also fully responsible for developing employee capacity through various ongoing training programs to address the challenges of a constantly changing industry. This is crucial because the quality of individual competencies directly determines the institution's long-term competitiveness and level of innovation. Beyond development, this function also manages a fair compensation and welfare system as a form of appreciation for the contributions made by employees. Competitive and transparent remuneration significantly impacts employee motivation and loyalty, ultimately reducing employee turnover within the company. Furthermore, human resource management also serves as a communication bridge between management and employees, creating a harmonious and conducive work environment (Tambunan and Pandiangan, 2024). Regular performance evaluations serve as a crucial tool for providing constructive feedback and providing the basis for decisions regarding promotions or job rotations. By integrating all these elements professionally, organizations do not only view humans as mere operational resources but as the most valuable strategic assets to achieve sustainable success amidst increasingly fierce global competition.

Innovation management is a structured approach that encompasses the entire process of managing new ideas, from the initial ideation stage to implementation, generating real added value for the organization and society at large (Febrianty and Muhammad, 2023). In practice, this discipline demands alignment between long-term business strategy and creative flexibility so that every breakthrough produced does not remain a mere concept but transforms into a more efficient and competitive product, service, or work process. The success of innovation management depends heavily on the leader's ability to build a work culture that supports calculated risk-taking and provides adequate supporting infrastructure for each team member to experiment. Through rigorous monitoring of market trends and in depth analysis of consumer needs, companies can identify appropriate transformation opportunities, enabling them to survive in increasingly dynamic global competition. Furthermore, innovation management involves integrating various departments within an organization to foster cross-functional collaboration that can solve complex problems more holistically. By implementing an objective evaluation system for each innovation project, organizations can optimally allocate their resources to initiatives with the greatest potential impact. Ultimately, effective innovation management is not simply about creating something technologically advanced, but about creating sustainable competitive advantage through continuous adaptation to changes in the external environment. Innovation management, at a deeper level, is a complex orchestration that connects a company's strategic vision with operational realities on the ground to create new economic value. This process begins with the establishment of a healthy internal ecosystem, where failure is not seen as the end of an initiative but as part of a learning curve essential for achieving future success. In this context, innovation management demands a dynamic capability to absorb external information, integrate it with internal knowledge, and reconfigure it into solutions relevant to the demands of the times. The primary focus lies not only on incremental product innovation, but also on business model innovation that can radically change the competitive landscape in related industries. Shutterstock The sustainability of innovation is greatly influenced by how an organization manages its project portfolio by balancing the exploitation of existing businesses with the exploration of new, untapped opportunities. This requires leadership capable of bridging the gap between bureaucratic and exploratory work units without creating conflicts of interest. Technically, innovation management involves the use of rigorous research methodologies, from design thinking to understand user empathy to the use of rapid prototyping to test assumptions directly in the market. By leveraging digital technology and big data analytics, companies can now predict shifts in consumer behavior more accurately, so innovation decisions are no longer made solely based on intuition but based on strong empirical evidence. Beyond the technical aspects, the human dimension is the most important pillar in ensuring every idea can be translated into reality. Innovation management includes managing intellectual property to protect company assets and providing appropriate incentives for innovators to maintain their creative motivation. Collaborating with external parties such as universities, business partners, or even competitors through the concept of open innovation is also a crucial strategy for accelerating the development process and minimizing research costs. Ultimately, the depth of innovation management is reflected in an organization's ability to continually redefine its identity to remain relevant, competitive, and highly resilient in the face of unexpected disruptions in the global marketplace.

Generation (Gen) Z is a group of people born between the mid-nineties and early 2000s. They are often referred to as digital natives because they grew up alongside the rapid development of internet technology and smart devices (Rue, 2018). Their presence brings a significant paradigm shift in various aspects of life because they have a natural ability to process information quickly through various social media platforms, which also serve as a primary space for them to express their identity. Psychologically, this generation tends to have a very high awareness of mental health issues and

social diversity, making them known as a more inclusive and vocal group in speaking out against injustice. In the workplace, they no longer solely pursue financial stability but rather prioritize a balance between their personal and work lives and seek meaning and a tangible impact from their work on their surroundings. Although often considered an instant generation, they are in fact highly adaptable and creative individuals who utilize the digital ecosystem to create new economic opportunities, such as becoming content creators or young technology-based entrepreneurs. Their consumption patterns are also strongly influenced by the values of honesty and brand ethics, valuing transparency over conventional, one-way advertising. With these unique characteristics, Gen Z is reshaping the modern world order to become more dynamic and globally connected through a limitless digital network.

Gen Z is emerging as a transformative force redefining the innovation management landscape through their unique characteristics, born and raised amidst the digital technology boom. As digital natives, they don't simply use technology but internalize it as an extension of their way of thinking, enabling a more agile and adaptive innovation process. Their key strength lies in their ability to quickly process information from various global sources and their tendency to critically question the status quo in search of greater efficiency (Widiaristi and Etikariena, 2024). In the context of innovation management, Generation Z is driving a shift from rigid hierarchical structures to a more open, collaborative ecosystem where ideas are valued based on quality rather than formal position. They highly value inclusivity and diversity, which have been empirically proven to be catalysts for the emergence of more comprehensive, creative solutions relevant to today's challenges. Beyond technical aspects, this generation's drive for innovation is also deeply rooted in strong social values and goals. Their innovation management is not solely oriented toward financial gain but also focuses on environmental sustainability and positive social impact. They demand transparency and integrity at every stage of product or service development, making the innovation process more responsible and future-oriented. Their flexibility and openness to failure as part of learning make the cycle of experimentation within the organization more dynamic. With a strong entrepreneurial spirit and independence in learning, Generation Z is able to bridge the gap between ever-changing market needs and cutting-edge technological capabilities. This makes them the main driving force ensuring organizations remain competitive and maintain moral relevance amidst increasingly complex global competition. The purpose of this study is to analyze Gen Z human resources analysis in innovation management drivers.

2 | BACKGROUND THEORY

2.1 Human Resources

Human resources are the most crucial and dynamic assets an organization or country possesses because they are the primary drivers in planning, implementing, and evaluating all activities (Tambunan and Pandiangan, 2024). Unlike capital or technology, which are static in nature, humans possess intelligence, emotions, creativity, and innate and learned skills that can continuously develop over time. The presence of qualified individuals within an entity is not merely a complementary operational element, but a determining factor that differentiates the level of success and competitiveness between entities amidst intense global competition. Without proper management, the immense potential inherent in human resources will not be optimally realized, significantly hampering group efficiency and productivity. Therefore, long-term investment in this aspect is absolutely essential, with the main focus being on improving work capabilities through continuous education and vocational training that is relevant to current developments.

2.2 Innovation Management

Innovation management is a discipline and business practice that focuses on the process of managing innovation within a company or organization, from the initial idea discovery stage to its actual implementation in the market (Febrianty and Muhammad, 2023). Its existence has become crucial in the modern era due to rapidly changing market dynamics and increasingly fierce global competition, requiring companies not only to survive but also to continuously thrive through relevant innovations. Essentially, innovation management is not only about creating advanced new products or technologies but also encompasses updates to business models, marketing strategies, organizational structures, and the efficiency of a company's internal operational processes. This process requires a systematic yet flexible structure to accommodate, refine, and optimally develop creative ideas from various employee levels without being hampered by rigid bureaucracy. In its implementation, innovation management requires a strong synergy between visionary leadership, an organizational culture that supports experimentation, and appropriate resource allocation. Leaders within an organization must be able to create a safe work environment for employees to take risks and learn from failure, because not all innovative ideas will immediately produce successful results. Furthermore, innovation management also involves in-depth market analysis to understand unmet consumer needs, so that the resulting innovations are targeted and have high commercial value. By consistently implementing innovation management, companies can build sustainable competitive advantages, anticipate technological disruption, and create long-term added value for stakeholders and the wider community.

3 | METHOD

The research method used in this study is qualitative research. Qualitative research is a scientific approach that focuses on an in-depth understanding of social phenomena from the perspective of participants in a natural setting (Kurdhi *et al.,* 2023). Unlike quantitative approaches that rely on numbers and statistical generalizations, this method emphasizes the meaning, concepts, characteristics, and descriptions of a complex reality. Qualitative researchers act as key instruments, going directly into the field to collect data through participant observation, in-depth interviews, or document analysis to capture the essence of human experiences that cannot be measured numerically (Yoppy *et al.,* 2024).

The data used in the study are secondary data from copies of books and journals. Secondary data sourced from books and scientific journals is a key pillar in developing a theoretical foundation for any academic and practical research (Pandiangan, 2022). Books serve as secondary data sources, providing comprehensive and in-depth reviews of basic principles, historical developments, and syntheses of the thoughts of established experts in their fields. The information in books has typically undergone a rigorous curation and extensive editing process, providing a robust framework for understanding the macro context of the problem. Conversely, scientific journals offer more specific, up-to-date, and dynamic secondary data because they contain the latest empirical research results that have undergone peer review by experts in the field. Through journals, researchers can find data on current trends, emerging methodologies, and micro-findings that have not yet been published. The combination of the conceptual depth of books and the up-to-date data from journals creates a valid, credible, and objective reference framework. The use of these two sources allows researchers to triangulate literature data to ensure that the arguments constructed are strongly based on pre-existing scientific discourse while remaining relevant to the ever-changing times.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Generation (Gen) Z

Generation (Gen) Z is a group of people born between the mid-nineties and early 2000s and grew up amidst the massive digital technology boom (Parker and Igielnik, 2020). Unlike their predecessors, they are digital natives who have been exposed to easy internet access and smart devices from an early age, developing highly intuitive and rapid technological navigation skills. Their lives are deeply integrated with social media, which serves not only as a means of communication but also as a primary space for identity formation and creative expression. However, beyond their technological prowess, Gen Z is known for possessing a highly developed social consciousness and a deep concern for global issues such as climate change, equal rights, and mental health. They tend to be critical of traditional authority structures and place a greater value on diversity and inclusivity in various aspects of life, including when choosing a desirable work environment. Economically, they demonstrate a tendency to be highly discerning consumers, always conducting in-depth research before making a purchase and prioritizing a brand's ethical values over mere name recognition. Flexibility and authenticity are key principles they uphold, leading them to seek out jobs that offer a balance between their personal lives and their careers and have a tangible impact on society at large. Despite frequently facing challenges such as anxiety due to the overwhelming flow of information and the demands of a high standard of living displayed online, Gen Z continues to prove themselves to be progressive drivers of change, boldly voicing their opinions in order to create a better and more equitable world order for all.

Gen Z grew up in a lightning-fast information ecosystem, developing a highly dynamic and adaptive mindset to all forms of global change. They are not simply users of technology but architects of a modern digital culture that is permanently blurring the boundaries between physical and cyberspace. The main uniqueness of this generation lies in their ability to process large amounts of information simultaneously while maintaining the critical acumen to distinguish between authentic content and mere image manipulation (Rue, 2018). In social settings, they break down conventional boundaries of identity and prefer to embrace a broad spectrum of diversity without feeling the need to compartmentalize individuals into rigid categories. This has a direct impact on how they view the workplace, where loyalty is no longer given to companies solely pursuing profit but to institutions with a moral commitment to environmental sustainability and social justice. Awareness of mental health has also become a fundamental pillar in their daily lives, triggering a paradigm shift from a culture of exhausting hard work to a more substantial search for meaning in life. Although often labeled as a group with a short attention span, in reality they are highly effective at filtering information and are very persistent when championing issues deemed of high moral urgency. Their mental resilience is tested by global economic uncertainty and the climate crisis that is very real, but this has actually given rise to an innovative entrepreneurial spirit and a drive to create independent solutions through digital platforms.

4.1.2 Generation (Gen) Z Analysis in Innovation Management Drivers

Generation (Gen) Z is bringing a significant paradigm shift in innovation management. They are not merely technology users, but rather act as catalysts, transforming how organizations create, adopt, and disseminate new ideas. This paradigm shift in innovation management is toward:

1) Values-Based Innovation

Values-based innovation represents a transformative paradigm in business and product development that shifts the primary focus from the pursuit of short-term financial gain to creating a sustainable positive impact for all stakeholders (Febrianty and Muhammad, 2023). This approach is rooted in a deep understanding that the success of an innovation is measured not only by technical excellence or operational efficiency but also by the extent to which the innovation aligns with humanitarian values, ethics, and environmental sustainability. In practice, values-based innovation requires organizations to integrate moral principles into every stage of the product lifecycle, from basic research to distribution to consumers, to ensure that the resulting solutions truly address real challenges in society. This process often involves open dialogue with communities and customers to identify their hidden needs and long-term aspirations, so that the technology developed acts as a means of empowerment rather than simply a commodity. The competitive advantage born from this strategy is far more resilient because it is built on a solid foundation of trust and loyalty, where consumers feel an emotional attachment to brands that demonstrate real integrity. By prioritizing social well-being and ecological responsibility at the core of their innovation strategies, companies are able to create harmonious ecosystems where economic growth goes hand in hand with improvements in the overall quality of human life. Ultimately, values-based innovation becomes a catalyst for systemic change, driving industries to shift from extractive models to regenerative ones that ensure a more inclusive and equitable future for future generations. Values-based innovation operates at a much deeper level than simply updating product features or aesthetics, as it touches on the very essence of why an entity exists in society. In a profound way, this concept assumes that every technological breakthrough or change in business model must pass through a rigorous ethical filter to ensure that progress does not compromise human dignity or the balance of nature. When organizations implement this type of innovation, they are essentially building a new social contract that places empathy as the primary driver of research and development. This requires a shift in mindset from focusing solely on what can be created to what should be created for the common good. This strategy requires full transparency in the supply chain and honesty in communicating the utility of a service, so that no exploitation is hidden behind the facade of modern innovation. Furthermore, the depth of values-based innovation is evident in its ability to create strong cultural resonance where the organization's values directly intersect with the personal values of its users. In an increasingly saturated market environment, innovations that rely solely on technical excellence will be easily copied or replaced by competitors with greater capital, but innovations rooted in strong values will create natural barriers to entry through reputation and integrity. Companies no longer view society as a passive market object but as partners in the journey of creating impact. By adopting this approach, long-term risks can be mitigated because decisions taken always consider broad social and environmental consequences. Sustainability in this context is no longer just marketing jargon, but an operational reality that ensures that every innovative step taken today will strengthen the organization's position in the future while leaving a meaningful legacy for civilization.

2) The Democratization of Ideas

The democratization of ideas is a transformative phenomenon in which access to the creation, dissemination, and validation of ideas is no longer concentrated in the hands of a handful of powerful traditional authorities or institutions (Prameswari *et al.,* 2024). In this increasingly open ecosystem, structural barriers that once limited who could speak or be heard are now beginning to crumble, as advances in information technology provide a level playing field for every individual, regardless of their social or economic background. This phenomenon enables a horizontal and organic exchange of ideas, enabling innovations to emerge no longer from the ivory towers of universities or large corporate laboratories, but rather from casual conversations in digital spaces or grassroots communities. The primary strength of this process lies in the diversity of perspectives that emerge simultaneously, which in turn challenges the status quo and forces policymakers to be more adaptive to increasingly dynamic public aspirations. However, despite the freedom it offers, the democratization of ideas also demands intellectual maturity from the public, capable of filtering information amidst the flood of narratives, ensuring that truth remains the primary foundation of every evolving discourse. When everyone has the tools to share their vision with the world, the collective potential to solve global problems becomes far greater because solutions can now come from corners of the globe previously untouched by the radar of formal progress. This process fundamentally changes the way humans collaborate and create value, with active participation becoming the new currency, moving civilization toward a more inclusive and transparent path for all involved. The profound democratization of ideas represents a paradigm shift from a hierarchical, one-way communication model to a fluid, multidimensional communication network without geographical boundaries. In traditional structures, ideas often had to pass through multiple layers of rigorous curation and censorship by gatekeepers such as media editors, senior academics, or government bureaucrats before

they could be consumed by the wider public. However, in the maturing digital age, this authority has undergone massive decentralization, such that the validity of an idea is no longer determined by the title or formal position of its originator, but rather by the power of its resonance and usefulness to society. This phenomenon creates a highly competitive yet inclusive global marketplace of ideas, where the ideas of a teenager in a remote area can have as much or even greater influence than the policies issued by international institutions. The psychological and social impact of this process is significant, providing a sense of empowerment for previously marginalized individuals, enabling them to contribute to solving complex problems through open collaboration or crowdsourcing. The cognitive diversity resulting from the blending of diverse cultural backgrounds, disciplines, and life experiences creates fertile ground for disruptive innovations that are no longer relevant. However, the depth of the democratization of ideas also poses serious ethical and epistemological challenges related to the originality and integrity of information. Without traditional mediators, the responsibility for verifying truth shifts entirely to individuals, who often become trapped in echo chambers or information bubbles that only reinforce their own beliefs without considering opposing perspectives. This demands a much higher level of critical literacy to prevent the free flow of ideas from becoming a weapon for spreading polarization or mass manipulation.

3) Digital Fluency

Digital fluency is a competency that goes far beyond mere technical skills in operating electronic devices or using specific applications (Widiaristi and Etikariena, 2024). It reflects an individual's profound ability to critically and consciously navigate the digital ecosystem, enabling them to create creative solutions and communicate effectively in cyberspace. Someone with a high level of digital fluency not only knows how to type or search for information on a search engine but also understands digital ethics and is able to distinguish between facts and widespread misinformation. This ability is a key foundation for modern society to fully participate in the global economy, which now relies heavily on data exchange and cross-platform collaboration. In practice, digital fluency requires the integration of logical thinking and social sensitivity so that every digital interaction upholds human values and privacy security. This includes an understanding of how algorithms influence the flow of information and an awareness of the long-term impact of the digital footprint left behind. When someone achieves digital fluency, they will have the confidence to continue learning and keep up with rapid technological developments without feeling intimidated by changes in new tools or software. This mastery will ultimately foster individual independence in solving complex problems and open up broad opportunities for innovation across various sectors of life, from education to professionalism. Digital fluency, at a deeper level, is a manifestation of cognitive maturity in interacting with technology, which has become integrated into every aspect of human life. This capability involves a structural understanding of how digital information is produced, distributed, and manipulated by various interests, enabling an individual to act as a responsible content producer rather than simply a passive consumer vulnerable to manipulation. This depth of fluency also touches on aspects of data literacy, enabling one to read patterns, draw valid conclusions from massive amounts of information, and safeguard the integrity of personal data from increasingly sophisticated cybersecurity threats. Beyond technical and analytical aspects, complete digital fluency encompasses emotional intelligence in virtual spaces that often feel impersonal and rife with conflict. A digitally fluent individual is able to construct constructive narratives, practice digital empathy, and understand the legal consequences of every action taken online. This creates an ecosystem where technology serves as an empowering tool to improve lives and expand global collaborative networks, rather than a source of division or social anxiety. Thus, this in depth mastery serves as crucial social capital to ensure that technological advancements remain aligned with ethical values and the sustainability of social life in the future.

4.2 Discussion

The integration of Generation (Gen) Z into the professional landscape is bringing profound transformations that are fundamentally redefining the modern innovation management landscape. When organizations conduct in-depth human resource analyses of this generation's unique characteristics, they discover that they are not simply a normative digital workforce but rather key catalysts for the creation of a dynamic, adaptive, and disruptive innovation ecosystem. The most obvious implication is a paradigm shift in communication and collaboration within companies, where rigid, conventional hierarchical structures are beginning to crumble and being replaced by flatter networks based on open information. Gen Z grew up in an era of instant and global information, so they have high expectations for transparency and speed in the exchange of ideas. This, in turn, forces innovation management to adopt digital platforms that enable real-time, cross-departmental discussions without bureaucratic barriers.

Furthermore, competency analysis shows that Gen Z's inherent digital fluency is accelerating the adoption of cutting-edge technologies such as artificial intelligence, automation, and advanced data analytics in product research and development processes. They have a natural ability to spot opportunities for automation in repetitive tasks, which directly frees up valuable organizational time to be allocated to strategic thinking and creative experimentation, which are riskier but have the potential to lead to major innovative leaps (Prameswari *et al.,* 2024). However, this heavy reliance on technology also requires human resource management to redesign reward and retention systems, as Gen Z highly values

autonomy, work flexibility, and the alignment of personal values with the company's vision. If organizations fail to provide an environment that supports freedom of expression and innovation driven by meaningful social goals, employee turnover rates will skyrocket, ultimately disrupting the continuity of ongoing innovation projects.

Furthermore, Gen Z's unique perspective on diversity and inclusivity significantly impacts how ideas are curated and developed. Human resource analysis shows that teams staffed by this young talent tend to be more willing to challenge the status quo and bring a rich multicultural perspective, which is essential for generating inclusive innovation capable of penetrating heterogeneous global markets. Their courage to voice their opinions and engage in trial and error creates a psychologically safe culture, where failure is no longer seen as the end of a career but as a valuable learning milestone in the innovation cycle. Therefore, the final implication of this analysis confirms that to optimize Gen Z as the main driver of innovation management, companies can no longer use old-fashioned management approaches, but must transform into agile learning organizations, capable of aligning digital technology ambitions with the emotional and ethical needs of this new generation.

A further impact of this integration touches on the speed of the innovation cycle itself, which now moves in days rather than months or years. Gen Z's lifestyle, accustomed to instant software updates and hourly social media trends, has left them with a very low tolerance for bureaucratic red tape in project approvals. Human resource analysis shows that to maintain the motivation of this young talent, organizations must implement highly agile and flexible work methodologies. The process of idea validation, prototyping, and market testing must be streamlined through the use of an integrated digital ecosystem. If companies fail to accelerate this work pace, Gen Z will quickly experience professional frustration, leading to decreased productivity or talent migration to more agile competitors, thus harming the company's long-term innovation sustainability.

On the other hand, the shift in values brought by Gen Z is changing the orientation of innovative products or services produced by companies. A thorough analysis of their preferences shows that this generation places a significant emphasis on environmental issues, social justice, and ethical governance. The implication for innovation management is the necessity to shift the primary focus from solely pursuing financial gain to innovation that positively impacts the sustainability of the planet and society (Widiaristi and Etikariena, 2024). Gen Z will be the driving force in designing green solutions, environmentally friendly technologies, and business models that prioritize a circular economy. They act not only as idea creators but also as companies' moral compasses, ensuring that every new technological breakthrough remains grounded in real social responsibility.

Finally, an equally crucial implication is the reinterpretation of the meaning of failure in the innovation process itself. Through the lens of human resource analysis, Gen Z demonstrates a unique resilience to failure thanks to their habit of trial and error in a fast-paced digital world. They view failure not as a performance flaw to be punished, but as valuable new data to refine the next step. This mentality forces innovation management to completely overhaul traditional performance appraisal systems. Companies must now create a work environment with high psychological safety, where the courage to take calculated risks is highly valued and failure in experimentation is celebrated as part of the shared learning process. Ultimately, the synergy between Gen Z's digital analytical potential and adaptive innovation management will create organizations that are not only technologically innovative but also culturally strong and socially relevant in the future.

5 | CONCLUSIONS AND FUTURE WORK

The research results show that Gen Z is bringing a significant paradigm shift in innovation management. They are not merely technology users, but rather act as catalysts, transforming how organizations create, adopt, and disseminate new ideas. This paradigm shift in innovation management is toward values-based innovation, the democratization of ideas, and digital fluency. In mapping out a human resource analysis strategy for Gen Z, the key drivers of innovation management, companies must shift from conventional methods to a real-time, data-driven, human-centered approach. Gen Z grew up in a fast-paced digital ecosystem, so they have high expectations for transparency, personalization, and instant feedback. A crucial first step for human resources divisions is integrating predictive analytics to identify the creative potential and unique digital skills that this young talent brings.

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