Is Generation Z changing the understanding of Human Resources Management and Talent Management?

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Abstract

This article aims to determine whether and how an increased entry of Generation Z could impact HR work. To answer this, two hypotheses were formulated. Afterward, an extensive literature search was carried out on various databases, with the search results being narrowed down step by step using two selection criteria. The finally selected literature, focusing on German-speaking areas, was then evaluated through qualitative content analysis.

First, it was found that the research results on Generation Z are not as uniform as one might assume from the first impression, especially since there is also a tendency in the studies to prefer to interview students. However, it seems that the individual consideration of employees and communication with them will increasingly be demanded by them and thus become the focus of HR work, regardless of whether the employee is a talent or not. This fundamental claim could lead to the fact that the considerations regarding an exclusive or inclusive Talent Management approach are no longer expedient or even rather obstructive, especially since talent management in its current form has apparently not yet arrived at many companies even after more than 20 years. Considering the definition problem of the concept of talent alone, this is not surprising.

The advantage of Talent Management over HR Management is that some main tasks from HR management are linked together. However, due to the framework conditions, all employees must be considered individually, and it could make sense to rename inclusive Talent Management to Employee Management. In that case, exclusive Talent Management is understood solely as Talent Management (methodological level), and both terms could be summarized under the generic term Human Resources Management (didactic level).

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This would result in a hierarchy of terms in which the terms are clearly distinguished from each other. Furthermore, the sharpening of the terms and the concentrated summary of essential aspects of personnel work (see Figure 3) should also make it easier for managers who are inexperienced in personnel work to carry out Human Resources Management.

This article aims to contribute to the sharpening of theoretical concepts to facilitate their practical implementation. The article is suitable for entrepreneurs, executives, HR specialists, and academics.

Keywords: Talent Management, Human Resources Management, Employee Management, Generation Z

JEL Codes: M50, M54

1. Introduction

The history of Human Resources Management began in the second half of the 19th century. Due to the necessity of activating mass armed forces while maintaining the economic sectors necessary for survival, both world wars led to considerations and processes being developed to deploy personnel efficiently (cf. Grosskopf, 2018). In dealing with the staff, different basic attitudes came into play over time. These attitudes were based on the different images of humankind - from the minor employee to the economic man, the social man, the self-actualizing man to the *complex man* (cf. Jung, 2006: p. 375 ff). Knowledge has become an essential factor of production (cf. Wilkesmann & Rascher, 2003: p. 9), whereby the employees play a central role in dealing with the knowledge (cf. Przygodda, 2004 b: p. 2).

In 1998, the process of Talent Management was made public for the first time (cf. Chambers, Foulon, Handfield-Jonas, Hankin, & Michaels, 1998: p. 44 ff), which has since become increasingly important due to the existing framework conditions. Nevertheless, Talent Management is something if one implements it consistently, that ties up resources.

As already stated at the beginning, the handling of the staff depends on the prevailing conditions. With Generation Z, employees who are socialized differently than their parents and grandparents will enter working life in the future. Furthermore, suppose the assumption is correct that these employees have different attitudes and expectations. In that case, one must ask oneself whether the answers and certainties that have worked so far will continue in the future.

2. Theoretical background

2.1 Framework conditions

First, it should be clarified under which framework conditions today's HR work is realized. For this purpose, an overview was created from various sources. In their introductory remarks, the authors listed in Table 1 have summarized which trends complicate daily HR work:

Table 1 Overview of the groundbreaking framework conditions for HR work

Developments	cf. Kahl, 2011: p. 1	cf. Trost, 2012: p. 8 ff	cf. Ewerlin, 2013: p. 1 ff	cf. Olbert- Bock, Redzepi, Cloots, & Martin: 2015, p. 1
Demographic change	X	X	X	X
Transparent Labor Markets	0	X	X	0
Knowledge society	X	X	X	0
Global Labor Markets	0	X	X	0
Lack of MINT	0	X	0	0
Modern Communication behavior	0	X	0	0
Changing values	X	0	X	0

Source: own Presentation

Demographic change describes, for example, the development that more and more older workers are leaving the labor market and can only be replaced proportionately by young employees, which leads to a shortage of available employees. Here it is essential as a company to face this challenge.

2.2 Definitions

At this point, the definitions necessary for further processing are executed. The Gabler Wirtschaftslexikon was initially used as a single source. Human Resources Management is the „*sum of all personal design fields and individual measures to support current and future corporate development (business development) and the associated change processes (organizational development* "[2] (Bartscher & Nissen, 2018). Talent Management „*refers to internally and externally directed strategies, methods, and measures with which a company ensures that the key positions critical to business success are filled with the right employees: goal-oriented action to discover, attract, develop, promote, optimally position and retain talent* "[3] (Hattburg, 2018). The problem is that these terms are not clearly distinguished

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[2] Original Text: „Summe aller personalen Gestaltungsfelder und Einzelmaßnahmen zur Unterstützung der aktuellen und zukünftigen Unternehmensentwicklung (Business Development) und der damit einhergehenden Veränderungsprozesse (Organisationsentwicklung). "

[3] Original Text: „darunter versteht man intern und extern gerichtete Strategien, Methoden und Maßnahmen, mit denen ein Unternehmen sicherstellt, dass die für den Geschäftserfolg kritischen Schlüsselpositionen mit den richtigen Mitarbeitern besetzt sind: das zielorientierte Handeln, um Talente zu entdecken, zu gewinnen, zu entwickeln, zu fördern, optimal zu platzieren und an das Unternehmen zu binden."

from each other (cf. Galemann, Kapikiran, & Stojaković, 2019: p. 64). To get a better idea of how the terms relate to each other, Table 2 shows the main tasks/functions available in each case:

Table 2 Comparison of the main tasks/ functions in human resources and talent management

Human Resources Management (cf. Jung, 2006: p. 4), translated								
Personnel requirements planning	Personnel recruitment	Insertion	Employ development	Dismissal	Leadership	Remuneration	Assessment	Administration
Talent management (cf. Ewerlin, 2013: p. 21 ff), translated								
Identification and recruitment		Insertion		Development		Motivating and binding		
Talent management (cf. Kahl, 2011: p. 39), translated								
Recruit		Identify		Develop		Insert		Bind

Source: own Presentation

In addition, it must be mentioned that there is no uniform definition for talent management in the literature (cf. Ritz & Sinelli, 2010: p. 7; Ewerlin, 2013: p. 17); Olbert-Bock, Redzepi, Cloots, & Martin, 2015: p. 55). However, the different approaches are similar (see Table 2). The underlying orientation can be inclusive and exclusive. Inclusive means that all employees are considered talents, whereas exclusive allows only a portion of employees to be talents. The latter interpretation has existed for longer and is mainly used in hierarchical structures, such as the military (cf. Cappelli & Keller, 2014: p. 307). There is also no uniform definition of the concept of talent. Kahl (2011: p. 4 ff) summarizes four categories according to which talent can be determined: professional experience, skills, personal characteristics, and knowledge.

According to the available literature, the concept of employer branding should be introduced, even if it is not part of talent management. „*Employer branding characterizes the development and maintenance of companies as an employer brand*"[4] (Lies, 2018). Furthermore, due to the prevailing framework conditions (see 2.1), companies must be perceived as attractive on the labor market if they want to attract qualified employees (cf. Kahl, 2011: p. 41).

2.3 Incentive opportunities in professional life

Companies can use the following measures to motivate their employees:

Table 3 Overview of material and intangible incentives (translated)

Material incentives (cf. Przygodda, 2004 b, S. 9 ff)	**Intangible incentives** (cf. Przygodda, 2004 a, S. 2 ff)
1) Mandatory incentives	1) Task/Work Content/Work Design
- Basic salary	2) Scope for action and freedom
- Social security benefits	3) Career opportunities
- Variable remuneration/allowances	4) Further education
- Benefits	5) Acknowledgment
	6) Information
2) Optional incentives	7) Safety
- Profit-sharing	8) Management by Knowledge Objectives
- Equity investments	9) Gamification (points system)

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[4] Original Text: "Employer Branding kennzeichnet den Aufbau und die Pflege von Unternehmen als Arbeitgebermarke"

Source: own Presentation

2.4 Generations in the world of work

In science, there are three interpretations of how the concept of a generation can be understood. First, a distinction is made between the genealogical, the pedagogical, and the historical-social concept of generation, the latter being the decisive one for further explanations (cf. Canori, 2016: p. 4 f). In this context, this interpretation means the "*distinction between historical groupings characterized by formative events and experiences.*"[5] (Canori, 2016: p. 5). In the literature, five generations are distinguished, which can be characterized by different characteristics, which have been summarized in the following overview:

Table 4 Generation overview with characteristics (cf. Canori, 2016: p. 11 ff)

Characteristic	Veterans	Baby Boomer	Generation X	Generation Y	Generation Z
Period	1929 - 1945	1946 - 1964	1965 - 1979	1980 - 2000	Ab 2001
Formative event	War generation (2nd World War, Korean War, nuclear bombing)	Post-war/ economic miracle period	economic and political uncertainties and social changes	Crises, wars, disasters, and threats	Economic and financial crises; mass layoffs and youth unemployment; the fight against terror
Attributes	Sense of duty, diligence, loyalty	Assertiveness, efficiency, ambition, social competence	Independence, entrepreneurial spirit, individuality, creativity	Self-confidence, communicative appearance, pursuing their goals, no fear of authority	Individualistic attitude, ego-relatedness,
Working life	A pronounced sense of duty, high work ethic, work serves survival, thinking, and living in hierarchies	Above-average performance, high professional reference, pronounced career orientation	Adaptability, resilience, independent work, self-realization, skepticism about hierarchies, job change is normal	Need a lot of recognition and attention; wishes are actively expressed; high willingness to change; work must have a meaning	Clear separation between work and private life; regular working hours; leisure time, and family comes first; work is a means to an end; Leadership responsibility does not have to be; positive feedback is constantly expected

Source: Own Presentation

2.5 Assessment from 2.1 and 2.4

The main driver in the world of work is likely to be demographic change, which all authors also addressed. Due to the increasing aging of society, there tend to be fewer workers available, which are increasingly heterogeneous due to the distribution over four generations. With existing technologies (internet and social media) and changing working methods (knowledge society), these workers can seek a different job or other jobs (transparent and global) labor market much faster and easier than was previously the case (cf. Trost, 2012: p. 8 ff). Furthermore, due to the Corona crisis, this individual

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[5] Original Text: „Unterscheidung historischer Gruppierungen, die sich durch prägende Ereignisse und Erlebnisse auszeichnen."

flexibility and independence (keyword home office) have been further strengthened (cf. Haak-Saheem, 2020: p. 298 ff).

Talent management partially uses the main tasks from Human Resources Management (see Table 2, Shades). The main difference is the different target audiences. Human Resources Management is about the totality of all employees, whereas Talent Management is about the employees who have the prerequisites to fill key positions (see Hattburg, 2018). Therefore, applying the inclusive approach is prohibited if this requirement is consistently implemented since the target audience is limited to a particular type of employee. Overall, uniform implementation of Talent Management in practice is likely to be difficult since the first difficulty begins with the definition of talent. The consequence of this is likely to be that companies without the appropriate specialist personnel will not implement this HR option. Nevertheless, Talent Management has the advantage that the different main tasks are linked together through this process.

According to Table 3, a company can offer many different incentives, and each employee could expect a different incentive. Nevertheless, what are the right incentives? A dichotomous distinction between material and immaterial incentives should be most appropriate in an initial evaluation.

Based on the findings from Table 4, it can be stated that the members of the different generations tend to see work as a purpose in life no longer, are more skeptical of hierarchies, are less firmly bound to organizations, and act more individually. Therefore, it would be logical to assume that at the beginning of the considerations for Talent Management, the exclusive approach was initially in the foreground, and the inclusive approach has developed over time. However, it remains to be seen whether the exclusive approach will endure under the development emerging here.

This should be considered above all from the point of view of the employer brand. It should make no sense to build up exclusive Talent Management in the company with high use of resources, which also represents a kind of hierarchy if the target audience to be reached increasingly rejects hierarchies.

The aspect of individualization is likely to have the additional effect that the assignment of generally valid statements about such a generation is likely to become more difficult due to individual needs.

2.6 Intermediate result from 2.5

From the assessment carried out, the following questions can be derived:

- How many people belong to the respective generations?

- Can general needs be derived at all?

- How can one meet the different needs in one system?

- How consistently is Talent Management implemented in reality?

- What influence does the entry of Generation Z into working life have on companies?

3. Method

Based on the findings of the theoretical background, the size of the company and the changing age structure should influence the implementation of personnel work. Therefore, derived from the questions developed under 2.6, the following research question will be answered: What influence does the increasing proportion of Generation Z have on HR work in companies? To verify this, the following hypotheses were formulated:

H1) The smaller the company, the stronger the mixing of Human Resources Management and Talent Management.

H2) The more extensive the share of Generation Z in the labor market, the greater the rejection of exclusive Talent Management.

To process the hypotheses, a broad literature search was first carried out. This was the basis for the following qualitative content analysis (cf. Mayring, 2015: p. 50 ff). The literature search was carried out with the help of the following databases:

    a) Google Scholar
    b) ECONBIZ
    c) PRO Quest
    d) ResearchGate
    e) ELSEVIER

The databases were first searched for the keywords "Talent Management", "Human Resources Management", "Generation Y", and "Generation Z". Subsequently, the results were further limited by the restriction "in Germany" and the publication "from 2015". Thus, the selection of around 57.000 titles was reduced to 398, of which 105 were considered in more detail. Finally, 31 sources were used for editing. These sources were published between 2005 and 2020 and are mainly from German-speaking areas. For the qualitative content analysis, only sources that meet scientific standards were used.

The qualitative content analysis was carried out with the software MAXQDA. The codes and subcodes used have been developed deductively and are summarized in Figure 1:

Figure 1 MAXQDA Code/ Subcode Overview
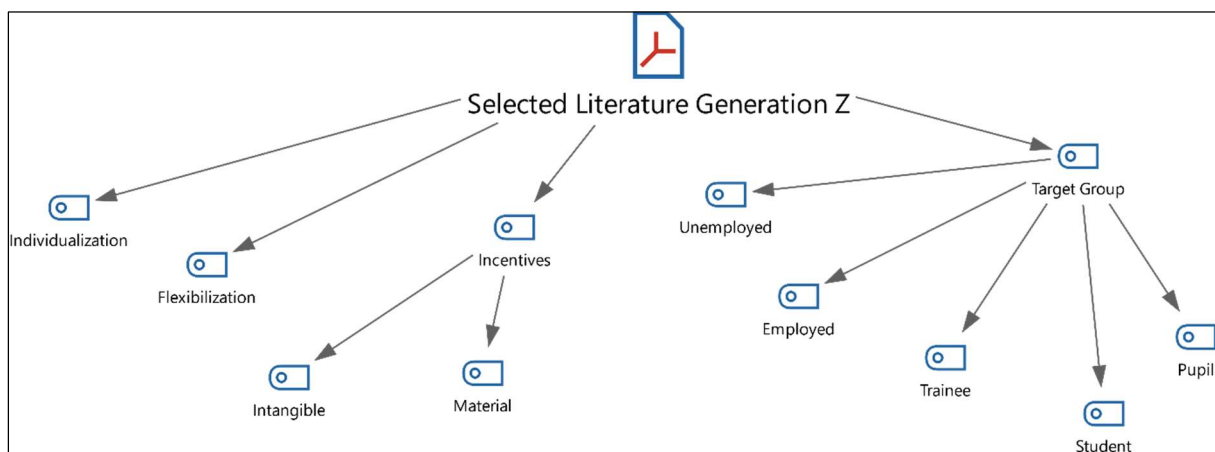
Source: own Presentation

It is not intended to carry out a statistical survey, as this is not useful for the chosen approach.

4. Results

4.1 General results

The analysis of the selected literature based on the codes and subcodes shown in Fig. 01 has yielded the following distribution:

Table 5 Overview of MAQDA Code and Subcode Distribution

List of codes	Subcodes	Frequency	List of codes	Subcodes	Frequency
Individualization		15	Target Group		
Flexibilization		7		Unemployed	1
Incentives				Employed	304
	Intangible	120		Trainee	55
	Material	15		Student	89
				Pupil	224

Source: own Presentation

The correct handling of personnel to cover one's own needs is a topic that concerns German SMEs (cf. Brink, Levering, & Icks, 2020: p. I). The retention and recruitment of skilled workers, the improvement of Talent Management, and the change in values are seen as challenges in German SMEs (cf. Brink, Levering, & Icks, 2020: p. 23). The problem here is that only limited resources are available for these fields of action (cf. North, 2016: p. 192 f; Olbert-Bock, Redzepi, Cloots, & Martin, 2015: p. 1). The restriction of available resources means that around 20% of SMEs do not implement talent management. (cf. Ewerlin, 2013: p. 54).

In the evaluated literature, the first noticeable thing is that the authors have increasingly assigned other age bands to the corresponding generations (cf. Metzler, Werner, & Zibrowius, 2014: p. 1; Dick, 2019: p. 16; Kirchmayer & Fratricova, 2017: p. 1576; Vatanparast & Adamaschek, 2018: p. 4; Steckl, Simshäuser, & Niederberger, 2019: p. 213; Böhlich & Axmann, 2020: p. 4). Therefore, these age bands are taken over for further development.

First, it must be clarified how many people in Germany today belong to the different generations? According to DESTATIS, around 63.1 million people in Germany can be attributed to the generations of baby boomers up to Generation Z. If the age range is limited to the age of 16 to 67, this number is reduced to 55.7 million (see Table 6).

Table 6 Population by generation (cf. DESTATIS, 2021)

Generation	Age	Number in millions	Percentage
Z (1995 - 2010)	11 - 26	13,2	16%
Z' (1995 - 2005)	16 - 26	9,5	11%
Y (1980 - 1994)	27 - 41	16,1	19%
X (1965 - 19799	42 - 56	16,9	20%
Baby Boomer (1950 - 1964)	57 - 71	16,9	20%
Baby Boomer' (1954 - 1964)	57 - 67	13,2	16%

Source: own Presentation

In the literature search, several detailed studies and organizations could be identified that deal with the research of the generations. Some of them are the Shell Jugendstudie, the McDonalds Ausbildungsstudie, Universum Communications, IfD Allensbach, Kienbaum and TNS Infratest.

It is also problematic that three sources influence public perception. These are studies by HR and management consultancies, reports by members of the corresponding generation, and surveys of individual age and occupational groups. However, it is not possible to derive a generally valid significance from these sources. (cf. Metzler, Werner, & Zibrowius, 2014: S. 1 f). It should also be considered whether the behavior shown is based on a generational effect or an age effect (cf. Metzler, Werner, & Zibrowius, 2014: p. 3).

4.2 Results on H1

The smaller the company, the stronger the mixing of human resources management and talent management.

In the literature, some sources could be found that provide information on this. For example, Ewerlin (2013) has investigated how Talent Management is carried out in various companies. Her survey found no Talent Management in the participating micro-enterprises (1 – 9 employees), which is also the case for 57.1% of SMEs (10 – 499 employees). However, for large companies (> 499 employees), this was only observed in 24.7% of cases (cf. Ewerlin, 2013: p. 54). It is also interesting that around 13.6% of the companies surveyed "implement" superficial talent management (cf. Ewerlin, 2013: p. 87).

Richter, Schumann, Walter, Forkel, & Clauß (2019) have found that almost 46% of the SMEs they examined do not have a human resources department. Here, the different HRM activities were alternatively taken over either by the owner, the direct superior, the accountant, or an employee of the administration (cf. Richter, Schumann, Walter, Forkel, & Clauß, 2019: p. 26).

These results are in line with the results of Gonon, Hotz, Weil, & Schläfli (2005). They had determined that the main task of personnel development, which is part of both HR and Talent Management, is initially ensured by the owner in micro-enterprises and, as the size

of the company increases, by more and more specialized personnel (cf. Gonon, Hotz, Weil, & Schläfli, 2005: p. 33).

It is also interesting to note that in smaller companies, employees tend to be more likely to be referred to as talent (cf. Ewerlin, 2013: p. 56 f; Bostjancic & Slana, 2018: p. 11).

4.3 Results on H2

The more extensive the share of Generation Z in the labor market, the greater the rejection of exclusive Talent Management.

In the meantime, various studies have summarized findings of Generation Z. A recurring study is the Shell Jugendstudie, which was last conducted in 2019. 2572 adolescents aged 12 to 25 took part in this study (cf. Albert, Hurrelmann, & Quenzel, 2019 a: p. 6). In terms of professional life, the members of this generation have many expectations. These range from job security to the compatibility of family and career, including part-time work with childcare, a high income and good career opportunities with sufficient free time in addition to work, the pursuit of meaningful activity, and regulated working hours (cf. Albert, Hurrelmann, & Quenzel, 2019 b: p. 27 ff). If the participants must make a prioritization, a certain pragmatism emerges. Security and material aspects are then in the foreground, whereas the value of the work content becomes less important (cf. Albert, Hurrelmann, & Quenzel, 2019 b: p. 29).

In the McDonalds Ausbildungsstudie 2019, a total of 1592 test persons were interviewed. The sample consisted of pupils, students, trainees, employed persons, and the unemployed (cf. Köcher, Hurrelmann, & Sommer, 2019: p. 106). Here it was found that the following five points are essential or not essential to the participants:

Table 7 Excerpt of professional expectations (cf. Köcher, Hurrelmann, & Sommer, 2019, p. 60 f), translated

Important aspects	Unimportant aspects
A job one enjoys	Travel a lot
Safe workplace	Possibility to lead other people
A profession that corresponds to one's abilities and inclinations	Respected employer, big, respected brand
Friendly work colleagues, employees	A job where one can work a lot from home
A work that fulfills one completely	Work in a large company

Source: own Presentation

In addition, it should be mentioned that feel-good factors (fulfilling work, friendly colleagues, varied work) have gained importance among students, whereas safety aspects and personal challenges have lost importance. In addition, the majority prefer teamwork (cf. Köcher, Hurrelmann, & Sommer, 2019: p. 62 f).

In their study, Böhlich & Axmann (2020) compared the young generation's view with the view of employers. There were 103 young adults, almost 90% studying at a university, and 48 company representatives were interviewed. The recurring statement that this young generation will be challenging workers cannot be supported by this study (cf. Böhlich & Axmann, 2020: p. 3 f). In this study, most participants also expressed the desire to work in a large company to have the safest possible job. Regarding the salary,

preferences could also be identified. Contrary to the previous findings, for selecting the future employer, a high salary and additional payments for retirement provision are essential for the participants. Company cars and employee discounts are rated as less attractive. Here, job security is also highlighted as particularly important (cf. Böhlich & Axmann, 2020: p. 5). Contrary to previous findings, the salary can consist of a fixed and a flexible part, the working hours do not have to be rigidly fixed, and overtime is also accepted for the benefit of the career (cf. Böhlich & Axmann, 2020: p. 6 f). Also, contrary to the McDonald's training study result, most of these study participants welcome the possibility of working from home (cf. Böhlich & Axmann, 2020: p. 8). An essential point seems to be feedback discussions. Getting feedback is very important for Generation Z. How the feedback is handled is judged differently. After all, 33% of the participants state that they also leave the company in the event of constant criticism (cf. Böhlich & Axmann, 2020: p. 10 ff).

Kirchmayer & Fraticova (2018) examined the expectations of 235 business students at the University of Bratislava. In their estimation, Generation Z could have a noticeable impact on companies. It was essential for these participants to achieve their goals, enjoy their work, and have a good relationship with their colleagues. Workload, work-life balance, and job security were less important (see (Kirchmayer & Fratričová, 2018: p. 6019). It should be emphasized that, in contrast to job security, financial security is already essential, and above all, the fixed salary is in the foreground (cf. (Kirchmayer & Fratričová, 2018: p. 6027). In addition, Kirchmayer & Fraticova (2018) have surveyed the reasons that, if missing, could constitute obstacles in professional life. The fun of work, a lousy team climate, workload, and pointless work were mentioned in this regard (cf. Fratričová & Kirchmayer, 2018: p. 28).

Another study has captured the view of 24 dual students at the Staatliche Studienakademie Plauen (cf. Fuchs, 2020: p. 21). They would like to see greater flexibility in working hours, places of work, and work activities. The possibility of working from home is of particular importance. In addition, the future activity should be varied and appropriate to the degree. Business trips should not take place in excess, and flat hierarchies are preferred. Overall, it was found that this study confirmed the results of the McDonald training study (cf. Fuchs, 2020: p. 22). In addition, "*consistent employee participation*"[6] (Fuchs, 2020: p. 23) is also demanded. If it is not possible to realize one's ideas, workplace change is the logical consequence. This step is considered if the financial remuneration, the opportunities for development and advancement, the compatibility of family and career, fair treatment, or the necessary appreciation are not given (cf. Fuchs, 2020: p. 23). Fuchs concludes from this that an "*individualization of personnel and management approaches in the future world of work*"[7] (Fuchs, 2020: p. 23) will be the result. She assumes that in the future, the inclusive Talent Management approach will be in the foreground (cf. Fuchs, 2020: p. 23). The fundamental expectation that Talent Management must change is also shared by Claus (2019, p. 207).

Finally, reference should be made to results in which the relationship between the generations was examined. In a study, 81 employees in an American communications company participated, of which 28 could be attributed to Generation X, 45 to Generation

[6] Original Text: "*konsequente Mitarbeiterbeteiligung*"
[7] Original Text: "*Individualisierung der Personal- und Führungsansätze in der zukünftigen Arbeitswelt*"

Y, and 8 to Generation Z (cf. Dick, 2019: p. 11 f). Dick (2019) determined that the similarities between the generations are more significant than the differences in this sample. For daily HR work, this means that companies should derive changes based on individual needs rather than generally identified generational characteristics (cf. Dick, 2019: p. 19 f). Metzler, Werner, & Zibrowius (2014) received a similar result, whereby the study was carried out between Generation X and Generation Y. However, differences could be found if the distinction was made between professionally qualified and academics. With higher educational qualifications, expectations of professional activity and the desire or need for further training also increase. The proportion of working women has also increased over the generations. Flexibilization and individualization are necessary to combine better family and career, which can be attributed to life circumstances and not to changed character traits (cf. Metzler, Werner, & Zibrowius, 2014: p. 13 f).

5. Discussion

5.1 Discussion of the General Results

The frequency analysis (cf. Mayring, 2015: p. 13 ff) provides a first impression and a distorted picture. The codes individualization and flexibilization (a total of 22 mentions) indicate that this could have a meaning for Generation Z. From the distribution of intangible and material incentives, one can deduce that the intangible ones are more important. On the other hand, the distribution of target groups gives a distorted picture since the respective number has mainly come from McDonald's training study. However, considering that youth unemployment in Germany was 5.1% in July 2021 (cf. STATISTA, 2021 a), which would mathematically mean an absolute number of just under 490,000 people (reference value see Table 6, Z'), it can be assumed that this group is likely to be underrepresented in the previous considerations.

The participating company representatives noted that improving Talent Management and the availability of skilled workers will be a challenge. The turnover of the personnel consulting industry more than doubled from 2000 to 2019 (cf. STATISTA, 2021 b). This is not surprising if some companies do not have specialist personnel for HR tasks. However, if it has not been possible to develop a uniform definition of talent in 20 years, some companies do not have enough resources to operate Talent Management, other companies have only established superficial Talent Management, and one of the existing approaches is HR Management rather than Talent Management, then the question arises whether the currently existing understanding of Talent Management is appropriate.

5.2 Discussion on H1

The smaller the company, the stronger the mixing of Human Resources Management and Talent Management.

Based on the evaluated studies, it can be determined that German companies only have proportionately specialized formal structures in place to operate an internal HR or Talent Management. Considering that out of 3,559,197 companies, 3,110,639 can be assigned to category 1 to 9 employees (cf. STATISTA, 2021 c), Talent Management is a matter that only applies to a select group. Since many SMEs are without an HR department, the resulting personnel work will be ensured in a secondary function. Especially in the main tasks that should also be considered in Talent Management – personnel planning, recruitment, personnel selection, assessment, payment, and personnel development – these are primarily carried out with over 60% probability by the entrepreneur or another manager (cf. Richter, Schumann, Walter, Forkel, & Clauß, 2019: p. 26 ff). It is also very likely that this will result in a mixture of HR and Talent Management. The literature has already pointed out that Talent Management is always carried out in principle. It is only a question of the form (cf. Schaper, 2009: p. 18; Ziegler, Hefler, Markowitsch, & Lehner, 2011: p. 1). At this point, one could ask why Talent Management should be considered separately from HR Management. If the main tasks are considered and explained separately in Human Resources Management (cf. Jung, 2006: p. 4 ff)., a part of these is connected within the Talent Management framework (cf. Ritz & Sinelli, 2010: p.11; Ewerlin, 2013: p. 21 f; Trost, 2014: p. 258 f). Evidence that would contradict the hypothesis could not be found.

Based on the literature evaluated, hypothesis 1 will not be rejected.

5.3 Discussion on H2

The more extensive the share of Generation Z in the labor market, the greater the rejection of exclusive Talent Management.

Comparing the different research results reveals a more heterogeneous picture than the Shell and McDonald's study results. Although the results are different or even contradictory in individual points, the compatibility of family and career, teamwork, high fit between person and task, and financial security seems to be essential factors that motivate Generation Z in their work. Whether these expectations can be traced back to generational affiliation should be questioned at this point. The alternative explanation that the expectations are more due to the tendency towards higher educational attainment and the care needs of the children adapted to the circumstances of life seems more than plausible. However, this distinction according to the why is less relevant for a company. It is relevant that the motivation of employees influences the company's success (cf. Prasetyo, Rivai, & Suharto, 2020: p. 4 f).

Companies increasingly must assert themselves in a workers' market, irrelevant whether talent or ordinary employee, so companies must think about how they can make the

necessary personnel available. Suppose Generation Z workers increasingly need to be looked at individually based on their expectations to ensure their availability. In that case, separating talent and employees and applying an exclusive Talent Management approach becomes obsolete. In recent years the use of exclusive Talent Management has given an employer a competitive advantage. In that case, it could even turn into a disadvantage with Generation Z. Exclusive Talent Management reflects a hierarchical relationship. Hierarchies tend to be somewhat foreign to Generation Z (cf. Hoffmann, 2020: p. 61), and thus the advantage could become more of a disadvantage. Evidence that would contradict the hypothesis could not be found.

Based on the literature evaluated, hypothesis 2 will not be rejected.

6. Conclusions

With the help of the present elaboration, the question should be answered whether the increasing appearance of Generation Z in the world of work will change the understanding of personnel work. According to the outcome of this research study, the likelihood of increased personnel work is high. Talent Management is essential for companies to survive in the market but should be revised because it is not implemented for various reasons in many companies, especially in SMEs. The definition problem for the word talent alone is likely to be a severe obstacle at the beginning of the implementation if one can only deal with personnel work in a secondary function. A distinction between Human Resources Management and exclusive Talent Management is comprehensible. Nevertheless, what is the difference between Human Resources management and inclusive Talent Management? Therefore, the understanding could be distinguished from each other as follows to achieve a clear hierarchy of terms with clear assignments:

Figure 2 Demarcation between human resources, talent, and employee management

Source: own Presentation

HR- Management is a generic term by which the main tasks in personnel work are specified, which should be implemented in principle. Talent Management would be understood here in the sense of the exclusive approach. This means that a group will continue to be defined (talents), receiving particular support. Employee Management would then correspond to the previous inclusive approach to Talent Management. However, it would not be based on a talent definition but on three primary tasks that

would have to occur in every company. Since resources are usually finite, budgeting will also have to be done here. The advantage, however, is that one mentally includes all employees and not only talents in the necessary considerations.

Anyone can familiarize themselves with the topic of Human Resources Management/ Talent Management. However, if one pursues the personnel work only in a secondary function, this should not be easy to realize since the information is available in many different sources. Moreover, there is also a gap between academic knowledge and real-life feasibility (cf. Claus, 2019: p. 208). Therefore, with the following checklist, an attempt was made to build a bridge between these two worlds and to make the existing knowledge available in a compressed way to have a basic qualification for Employee Management available:

Figure 3 Basic Employee Management Checklist

Charakteristik		Text box
Organizational unit		
Post		
Employee		
Primary tasks	Support task	
	Specialist task	
	Management task	
Special functions	Bottleneck function (high quantitative demand, but difficult to meet)	
	Key function (Job influences company's success)	
Performance	Underperforming	
	Average	
	Above average	
Existing annual budget		
Job profile	Knowledge	
	Personal characteristics	
	Skills	
	Professional experience	
Employer Branding	What does my company stand for?	
	How far is my company known?	
	Which target audience do I address?	
	Does my promise match reality?	
Personnel requirements	< 1 Year	
	1 Year - 3 Years	
	> 3 Years	
Personnel recruitment	Intern	
	Extern	
Personnel advertising	Target audience	
	Channel	
Employee development	Training (Vocational training)	
	Side Entry (Delta training, legal hurdles)	

		Continuing education (on the current post)	
		Further education (Preparation for advancement by obtaining a higher qualification)	
Employee retention	Material	Fixed salary	
		Variable salary	
		Social security benefits	
		Benefits	
	Intangible	Post Description	
		Room for maneuver Employees/ Management by Objectives	
		Employee participation	
		Safety	
		Gamification/ Points System	
Succession	within organizational unit		
	outside organizational unit		
Release	socially acceptable		
	not socially acceptable		
	Recovery intended - contact details		
	Mediation to a friendly company		

Source: own Presentation

The advantage of this checklist is that it can be used independently of each generation, as it focuses on the individual in combination with the individual service post. The usefulness of this checklist, however, would have to be checked.

As has already been noted, there are the first indications in the literature that Generation Z could change HR- work. However, this would have to be examined in more detail in further investigations, whether it is a question of the generation, the corresponding age, or the respective living conditions that are the cause. Regardless of this, companies should already be prepared that changes will occur. Probably the most reliable source of information for this is the employee who stands in front of them.

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