

Table of Contents

Preface	9
Introduction	10
CHAPTER 1	
Responding to Changes: The Evolution of the HR Function	16
1.1. Operational Model of Personnel Management: The Early 20th Century (Taylorist and Fordist Era)	17
1.2. The Human Relations Movement – Transformation of the Personnel Function from the 1930s to the 1980s.....	20
1.3. Strategic Human Resource Management – Transformation of the Personnel Function in the 1980s and 1990s: The Resource-Based Approach	23
1.4. The Human Capital Model: A Contemporary Strategic Approach (Since 2000)	27
CHAPTER 2	
Generational Differences in the Context of Contemporary Human Capital Management	34
2.1. The Essence and Significance of Generational Identity.....	34
2.2. Characteristics of Generational Cohorts.....	37
2.3. Generational Specificities in the Context of Contemporary Labour Market Challenges	44
2.4. Focus on Generation Z: Key Challenges and Strategic Implications for Human Capital Management	47
2.5. Intergenerational Management	49
CHAPTER 3	
Key Components and Determinants of Human Capital Management in the Age of Generation Z	51
3.1. The Key Determinants.....	51
3.2. Organisational Culture Centred on Purpose and Values for Gen Z	54
3.3. Flexible and Hybrid Work Models	55

3.4. Personalised Development and Continuous Learning	57
3.5. Digital-First Employee Experience	58
3.6. Mental Health and Well-Being Integration	59
3.7. Diversity, Equity, and Inclusion (DEI) as a Norm, Not Trend	60
3.8. Feedback-Driven Performance Management.....	61
3.9. Employer Branding and Authentic Communication	63
3.10. Leadership Style: Empathetic and Inclusive	64
3.11. HCM Model for Gen Z.....	65
CHAPTER 4	
Organisational Culture Typologies and Their Impact on HCM Practices	69
4.1. Defining Organisational Culture	69
4.2. Four Types of Organisational Culture According to the Competing Values Framework by Cameron & Quinn	71
4.3. Where Values Meet Strategy: How Culture Shapes Human Capital Management.....	74
4.4. HR/HCM Practices from the Perspective of the Clan Culture.....	76
4.5. HR/HCM Practices from the Perspective of the Adhocracy Culture	77
4.6. HR/HCM Practices from the Perspective of the Hierarchy Culture.....	77
4.7. HR/HCM Practices from the Perspective of the Market Culture	78
CHAPTER 5	
Organisational Culture as a Framework for Managing Generational Diversity	81
5.1. Generational Shifts and Their Cultural Implications.....	81
5.2. Matching Culture to Gen Z Needs in Organisations.....	83
CHAPTER 6	
Cultural Dimensions of the Labour Market in Poland, Croatia, and Portugal: A Hofstede Model Perspective.....	88
6.1. Hofstede Legacy	88
6.1.1. Power Distance Index (PDI)	90
6.1.2. Individualism vs. Collectivism (IDV)	91
6.1.3. Masculinity (MAS)	91
6.1.4. Uncertainty Avoidance Index (UAI).....	92
6.1.5. Long-Term Orientation (LTO).....	92
6.1.6. Indulgence vs. Restraint (IVR)	92
6.2. Hofstede Perspective for Poland, Croatia, and Portugal	93
6.3. Comparative Analysis of Organisational Cultures in Poland, Spain, and Portugal Using the Competing Values Framework	94
CHAPTER 7	
The Case of Poland: Transforming the Labour Market and Organisational Culture.....	98

CHAPTER 8**The Case of Poland: Labour Market Dynamics**

in the Context of Generation Z	108
8.1. Demographic Profile of Generation Z in Poland	108
8.2. Labor Market Participation of Generation Z	109
8.3. Labour Market Trends and Challenges for Generation Z in Poland	111

CHAPTER 9**The Case of Croatia: Labour Market Overview**

121	
9.1. Demographic Trends and Labour Force Dynamics	123
9.2. Unemployment Trends and Labour Market Tightness	128
9.3. Labour Market Characteristics	132
9.4. Policy Responses and Labour Market Reforms	134
9.5. Challenges and Future Outlook	135

CHAPTER 10

The Case of Croatia: Labour Market Dynamics

in the Context of Generation Z	138
10.1. Youth Labour Market Outcomes: Unemployment and Inactivity	138
10.2. Barriers to Youth Employment	141
10.3. Policy Responses and Active Labour Market Measures	142
10.4. Outcomes and Remaining Challenges	143
10.5. Recommendations and Future Directions	143

CHAPTER 11

The Case of Portugal: Labour Market Dynamics

in the Context of Generation Z	145
11.1. The Portuguese Economy: Retrospective, Current Situation and Future Prospects	145
11.2. Gen Z on Labour Market in Portugal	149
11.3. Culture Fit to Cameron Quinn Model	161

CHAPTER 12

Cross-Country Comparison of Determinants

in the Labour Market for Generation Z	164
12.1. Percentage of Active Population by Gender and School Level	165
12.2. Percentage of Active Population with Higher Education by Gender (Aged 15–24)	169
12.3. Employed Population Trends	173
12.4. Consumer Price Index	177
12.5. Emigration Trends	181
12.6. Total Employees per Professional Group	182
12.7. Job Group Distribution per Gender	183
12.8. Conclusions	187

CHAPTER 13	
Research Model and Presentation of Survey Results	190
13.1. Research Model	190
13.2. Research Hypotheses	191
13.3. Research Methodology	191
13.4. Research Instrument	192
13.5. Sample Characteristics	193
13.6. Time and Place of the Study	193
13.7. Data Analysis Approach	194
13.8. Cultural and Organisational Attitudes and Behaviour	202
13.9. Assessment of Expectations Towards Work Environment	204
13.10. Assessment of the Relevance of Career Success Factors	206
13.11. Cross Result Discussion	207
13.12. General Conclusion – Quo Vadis: HCM and Gen Z Workforce	209
CHAPTER 14	
Final Findings and Future Recommendations	211
14.1. Integrating Empirical Insights into the Future of Human Capital Management	211
14.2. Human Capital Management in a Cross-Cultural and Generational Context	212
14.2.1. Digital Fluency and Human-AI Symbiosis, Technology and Human Capital Transformation	213
14.2.2. Work-Life Integration and Mental Resilience	214
14.2.3. Inclusive Leadership and DEI Beyond Symbolism	214
14.2.4. Reconfiguration of Organisational Culture	215
14.2.5. Career Personalisation and Developmental Transparency	215
14.3. Rethinking HCM: Preparing for Generation Z in the Workforce	216
14.3.1. HCM and Employee Wellbeing Management	218
14.3.2. Technology Integration in HCM	219
14.3.3. Measuring the Effectiveness of HCM Practices	219
14.3.4. HCM and Intellectual Capital Management	220
Summary	222
References	224
List of Figures	255
List of Tables	257