



MENTAL HEALTH, WELL-BEING, AND PERSONAL MANAGEMENT IN GENERATION Z: PERSPECTIVES FOR EDUCATION AND THE LABOR MARKET

SAÚDE MENTAL, BEM-ESTAR E GESTÃO PESSOAL NA GERAÇÃO Z: PERSPECTIVAS PARA EDUCAÇÃO E MERCADO DE TRABALHO

SALUD MENTAL, BIENESTAR Y GESTIÓN PERSONAL EN LA GENERACIÓN Z: PERSPECTIVAS PARA LA EDUCACIÓN Y EL MERCADO LABORAL



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ABSTRACT

This article synthesizes recent Brazilian evidence on Generation Z, born between the mid-1990s and the early 2010s and socialized in digital environments, articulating generational characteristics, age brackets used in the literature, empirical profiles, and implications for the labor market. It aims to systematize and critically analyze, through documentary/bibliographic research with a qualitative approach and content analysis, how studies describe work values, engagement, retention/turnover, and well-being, and which practical implications emerge for people management. The results indicate an emphasis on flexibility, work-life balance, fulfillment, and purpose, alongside psychosocial risks associated with pressures and barriers to entry. Profiles are mapped such as "quality-of-life advocates," "balanced under pressure," and "pragmatic and independent," with emphases on income, autonomy, and parental influence. It is found that policies combining dialogue, recognition, development pathways, and flexible arrangements foster engagement and retention; the integration between job design, well-being support, and entry opportunities mitigates barriers and guides actions in education and in the labor market.

Keywords: Generation Z. Labor Market. Well-Being. People Management.

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RESUMO

Este artigo sintetiza evidências brasileiras recentes sobre a Geração Z, nascida entre meados dos anos 1990 e o início dos anos 2010 e socializada em ambientes digitais, articulando características geracionais, recortes etários usados na literatura, perfis empíricos e implicações para o mercado de trabalho. Objetiva-se sistematizar e analisar criticamente, por meio de pesquisa documental/bibliográfica com abordagem qualitativa e análise de conteúdo, como os estudos descrevem valores laborais, engajamento, permanência/turnover e bem-estar, e quais implicações práticas emergem para a gestão de pessoas. Os resultados indicam valorização de flexibilidade, equilíbrio vida-trabalho, realização e propósito, ao lado de riscos psicossociais associados a pressões e barreiras de inserção. Mapeiam-se perfis como “defensores da qualidade de vida”, “equilibrados sob pressão” e “pragmáticos e independentes”, com ênfases em renda, autonomia e influência parental. Constata-se que políticas que combinam diálogo, reconhecimento, trilhas de desenvolvimento e arranjos flexíveis favorecem engajamento e permanência; a integração entre desenho do trabalho, suporte ao bem-estar e oportunidades de entrada mitiga barreiras e orienta ações em educação e no mercado de trabalho.

Palavras-chave: Geração Z. Mercado de Trabalho. Bem-Estar. Gestão de Pessoas.

RESUMEN

Este artículo sintetiza evidencias brasileñas recientes sobre la Generación Z, nacida entre mediados de los años 1990 y comienzos de los 2010 y socializada en entornos digitales, articulando características generacionales, franjas de edad empleadas en la literatura, perfiles empíricos e implicaciones para el mercado laboral. Se pretende sistematizar y analizar críticamente, mediante investigación documental/bibliográfica con enfoque cualitativo y análisis de contenido, cómo los estudios describen valores laborales, compromiso, permanencia/rotación y bienestar, y qué implicaciones prácticas se derivan para la gestión de personas. Los resultados indican valoración de la flexibilidad, el equilibrio vida-trabajo, la realización y el propósito, junto con riesgos psicosociales asociados a presiones y barreras de acceso. Se mapean perfiles como "defensores de la calidad de vida", "equilibrados bajo presión" y "pragmáticos e independientes", con énfasis en ingresos, autonomía e influencia parental. Se constata que las políticas que combinan diálogo, reconocimiento, itinerarios de desarrollo y arreglos flexibles favorecen el compromiso y la permanencia; la integración entre el diseño del trabajo, el apoyo al bienestar y las oportunidades de acceso mitiga barreras y orienta acciones en la educación y en el mercado laboral.

Palabras clave: Generación Z. Mercado Laboral. Bienestar. Gestión de Personas.



1 INTRODUCTION

The presence of Generation Z in the Brazilian labor market mobilizes debates about values, expectations, well-being, and people management practices, in a scenario of intense digitalization, reconfiguration of occupations, and greater attention to mental health. The national literature describes young people who value flexibility, work-life balance, recognition and development, but who also face objective barriers to insertion and psychosocial risks. This scenario demands critical reading, anchored in Brazilian evidence, to guide education, employability and organizational management (Da Silva; Pereira, 2023).

In this context, how does recent Brazilian literature characterize Generation Z in terms of values, age groups, and empirical profiles, and what practical implications do these findings have for people management, insertion, and permanence at work? To answer the guiding question, the article takes as its main references Brazilian authors of management and methodology that underlie the analysis and interpretation of the findings (Dutra, 2017).

The study is justified for three reasons: (i) social relevance, as it deals with school-to-work transitions and youth well-being in an unequal country; (ii) scientific contribution, by systematizing dispersed and comparable national evidence on Generation Z; and (iii) practical utility, by translating results into management guidelines (recognition, development paths, flexibility agreements, and psychosocial support) with the potential to reduce turnover and favor engagement (Ratier, 2023).

To analyze and systematize, through content analysis of recent Brazilian studies, the characteristics, age groups, empirical profiles and practical implications of Generation Z for people management, insertion and permanence at work.

The article adopts an inductive method, starting from documentary evidence to build categories and inferences about the phenomenon; dialogues, when relevant, with deductive reasoning to confront consolidated categories in the management and health literature (Gil, 2019).

The characterization of the research is applied research, as it seeks to produce knowledge with a practical purpose for educational policies, employability programs and people management (Gil, 2019). The investigation is qualitative, since it privileges interpretation, thematic categorization and synthesis of meanings present in the documents (Minayo, 2014). The study is exploratory-descriptive, because it maps age groups, values, and profiles and describes management implications based on the selected corpus (Gil, 2019).

The work conducts bibliographic and documentary research, focusing on Brazilian publications (articles, dissertations/TCCs and technical-institutional documents) on

Generation Z, values at work, well-being, insertion and permanence. The corpus is organized in a control spreadsheet (origin, date, type, scope) and submitted to content analysis in five stages: exploratory reading, definition of registration units, coding via codebook, thematic grouping and inference/integration with references (Lakatos; Marconi, 2017).

The object consists of a set of Brazilian documents that deal with Generation Z and its relationship with work, including institutions (universities, public agencies) and official/academic documents that report empirical data or analytical syntheses, from which categories such as values, profiles/anchors, insertion barriers and management implications are derived (Mesquita; Olive tree; Munhoz, 2020).

After this introduction, the article presents the theoretical foundation, with concepts and national findings on generational characteristics; then, it discusses the birth cuts used to delimit Generation Z in Brazil and analyzes its insertion in the labor market; then, it synthesizes empirical profiles identified in studies; then details the methodology (documentary research and content analysis); exposes and debates the results in thematic axes; and, finally, it presents considerations with contributions, limits and future research agenda (Dutra, 2017).

2 THEORETICAL FOUNDATION

2.1 GENERATIONAL CHARACTERISTICS

Recent Brazilian literature describes Generation Z as young people intensely socialized in digital environments, frequently connected, with a preference for quick interactions, autonomy in decisions, and openness to inclusive and flexible contexts, while starting their occupational trajectory under the effects of economic crises and the pandemic, which reconfigures expectations and practices of labor insertion in Brazil.

In terms of age delimitation, studies applied to the national reality operate with cutouts between the mid-1990s and the end of the 2000s, also observing that there is no consensus on beginning and end milestones between generations, which recommends treating generational contours as analytical constructions, not as fixed boundaries. These points appear in studies that discuss generations at work, highlighting the practical usefulness of recognizing young people's profiles and preferences to design management policies and support for the school-to-work transition.

In terms of sociability and technological repertoire, Generation Z is portrayed as connected to networks, with daily transit on digital platforms, which shapes communication styles, expectations of immediate feedback, and preference for less hierarchical structures in organizations, without eliminating the appreciation of cooperation, diversity, and purpose.



Dynamism and openness to change appear as striking traits, associated with the search for varied professional experiences and the desire for the work to make sense and generate a positive impact.

As for work-related values, national evidence converges on three axes that guide choices and evaluations: job fulfillment, social impact, and professional prestige. Achievement connects a taste for what one does, identification with the activity, autonomy to decide how to perform it and the possibility of learning on a regular basis.

Social impact translates the expectation of contributing to the community and aligning occupational choices with personal values, including ethics and socio-environmental responsibility. Prestige refers to recognition, the reputation of the organization and the visibility of the role played, with effects on motivation and permanence. Qualitative studies show these elements emerging in a combined way, with an emphasis on meaning, recognition, and work-life balance.

Alongside these axes of value, the weight attributed to financial independence and stability grows, given the Brazilian context of precariousness and fierce competition for vacancies, a perception that intensified during and after the pandemic. Among young university students and recent graduates, data collected in Brazilian investigations indicate that compatible salary, clear opportunities for growth, a non-toxic climate, and systematic recognition are determining factors to reduce the intention to disconnect, which reveals the intertwining between material conditions, well-being, and engagement.

Evidence with the career anchor technique shows the predominance of lifestyle anchoring among young people from Generation Z, that is, the choice for trajectories that integrate, in a conciliatory way, personal, family and professional needs, with an appreciation of flexibility. The literature reminds us that the preference for lifestyle does not imply a lack of commitment to work, but reorders priorities by shifting employment from the main focus. Comparative results also suggest that, among respondents with greater work experience, the search for autonomy and independence increases, while those who have never worked declare a greater inclination to dedicate themselves to a cause, which reinforces the internal heterogeneity of the generation.

Heterogeneity is also expressed in insertion strategies. Although they are digital natives, studies with young people from lower classes show the persistent use of traditional channels to look for a job, such as face-to-face delivery of resumes and local informal networks, found side by side with the use of websites and apps, which relativizes stereotypes and highlights inequalities in technological and informational access. At the same time,



reports indicate that many feel able to work in hybrid regimes, recognizing the acceleration of technological adoption by companies in the recent period.

Expectations regarding the content of work and the relationship with organizations combine the desire for faster progression, repertoires of recognition and challenging experiences, with aspirations for bonding and stability, in contexts of uncertainty. National qualitative research shows the centrality of adequate remuneration, the pride of belonging to prestigious organizations and the importance of environments that offer freedom to decide how to perform tasks and support the balance between the spheres of life, a dimension that brings young people closer to the desires shared by other generations in Brazil.

Another recurring trait is attention to ethics and corporate reputation. The preference for working in companies that assume social and environmental responsibility, that demonstrate transparency and that align discourse and practice appears clearly in the narratives, functioning as a criterion for choice and permanence. This finding dialogues with the social impact axis and reinforces the demand for organizational coherence in daily work.

In the field of competencies, the Brazilian educational literature points out that, in addition to technical mastery, skills for self-regulation of learning, planning, monitoring, and goal management are associated with academic well-being and adaptation in transitions, including in the transition to work. These results suggest that training trajectories that cultivate autonomy, clear goals and study strategies work as levers for more sustainable occupational insertion among young people.

Mental health conditions are highlighted in the generational characterization, since the accumulation of pressures for performance, economic insecurity and dynamics of permanent connectivity is associated with psychological suffering among students and recent graduates.

National findings record an intensification of emotional overload, anxiety, and signs of exhaustion, while recommending support networks, qualified listening, and institutionalized care practices in educational institutions and organizations, with a view to mitigating risks and favoring student and work permanence.

In the labor market, young Brazilian workers already experience dimensions of burnout, associated with insertion scripts marked by higher turnover, low previous experience, and longer educational trajectories, which produces less time for appropriation of work and construction of support networks in companies. This evidence highlights the need for policies that reduce exposure to early occupational stressors and expand qualification opportunities, in order to favor engagement and more stable development trajectories.

The Brazilian organizational literature also registers a tension between expectations and the structural reality of employment. On the one hand, some young people want long-



term bonds and vertical progression, with stability and recognition. On the other hand, transformations in the market indicate a decline in linear careers and expansion of trajectories that require the individual to play a greater role, which can generate frustration when progression does not occur at the expected pace. This gap between expectations and opportunities represents a potential barrier to person-work alignment, with effects on commitment and intention to stay.

From the point of view of management practices valued by young people, Brazilian studies indicate the importance of continuous learning experiences, frequent feedback, explicit recognition, transparent career paths, and a healthy organizational climate that promotes belonging. In surveys with university students and recent graduates, the absence of these elements appears to be associated with a greater propensity for turnover, while arrangements that combine opportunity, listening, and support for well-being favor engagement and intention to stay.

Flexibility is described as a transversal axis, articulating both the organization of time, with a preference for hybrid alternatives and autonomy over ways of performing tasks, and the design of work, with the valorization of clear goals and freedom to innovate. Evidence collected during the pandemic shows that, even in contexts of limited familiarity with job search platforms, many young people express confidence in working remotely, as long as they receive technological support and that the design of the post includes objective communication and close monitoring.

It is also important to consider how structural inequalities modulate these characteristics. In sectors affected by the labor reform and economic shocks, exposure to weakened bonds and restrictive security conditions is growing, which puts pressure on choices and increases the centrality of factors such as fair remuneration, minimum stability, and predictability of growth. This contextual framework helps to explain why the axes of achievement, impact and prestige coexist, in Brazil, with very concrete demands for social protection and for less uncertain trajectories.

Adding up the findings, the generational profile that emerges from recent Brazilian production combines digital skills, desire for autonomy and purpose, strong appreciation for recognition and development, appreciation of work-life balance, and demand for material and psychological conditions that minimize risks in high-competition contexts. The internal variability is wide, influenced by social origin, previous work experience, and educational trajectories, which recommends that schools and organizations abandon stereotyped readings and invest in policies that articulate work design, development, and mental health care.



The generational characteristics of Generation Z in Brazil reflect less a fixed set of traits and more a bundle of dispositions that are expressed according to the opportunities and barriers experienced by each group of young people. To translate these characteristics into practical guidelines, research indicates that management policies that combine clear development paths, continuous recognition, negotiated flexibility, and learning environments tend to enhance engagement and reduce early disengagement.

At the same time, it is recommended the institutionalization of care practices, such as psychosocial support programs and work arrangements that respect limits and promote recovery, without losing sight of the need to correct asymmetries in access to resources and opportunities, observed especially among young people from lower classes. Such measures dialogue directly with the value axes of Generation Z and with the objective conditions of the Brazilian market, which reinforces the relevance of integrated interventions between education and work.

Finally, it is worth noting that many of the elements described here do not replace timeless values, such as the importance of adequate remuneration and minimum stability, but add to them, reordering the hierarchy of preferences under the influence of the contemporary context. In Brazil, young people signal simultaneous appreciation for meaning, recognition, and balance, while evaluating the career conditions offered by organizations, which requires continuous dialogue to align expectations and experiences at the beginning of their occupational trajectory.

2.2 BIRTH PERIODS OF GENERATION Z

The definition of the birth interval that demarcates Generation Z is a necessary methodological step to interpret evidence and compare results between Brazilian studies, because the bibliography records variations in the limits of the beginning and end of this age group, which can affect the composition of the samples and the reading of trends. The works converge in situating the origin of Generation Z in the second half of the 1990s, but diverge as to the final year, with proposals ranging from the end of the 2000s to the beginning of the 2010s, which is why this text explains the alternatives found and justifies the cut to be adopted. This need for transparency is highlighted in national reviews that map different birth ranges used in research applied to the labor market (Pauli; Guadagnin; Ruffatto, 2020).

A synthesis used in a recent Brazilian study presents a table with ranges used by different authors and sources, indicating that Generation Z may appear demarcated, for example, between 1995 and 2010, or between 1996 and 2012, alongside clippings that begin in the transition from 1989 to 1990 and extend it until 2010 or 2012. This diversity suggests



that generational boundaries are analytical constructions defined in dialogue with research objectives and historical events associated with the diffusion of digital technologies and the socioeconomic context of youth socialization. The same study records that its own work cut adopts 1995 to 2010, emphasizing, however, that there are coherent alternatives with different criteria (Serafim, 2024).

Among the most frequent alternatives in Brazil is the interval from 1995 to 2009, used in research that investigates labor values and occupational behaviors of young people at the beginning of their careers. This cut operates with a final border slightly earlier than 2010, which maintains the cohesion of the cohort for the purposes of analyzing the entry into the work in recent years, preserving comparability with other designs present in the national literature. In Brazilian academic publications, this definition is used alongside characterizations of the generation's profile in terms of digital socialization and value orientation (Ceribeli *et al.*, 2023b).

Also recurrent is the use from 1995 to 2010 as an operational reference. This approach is useful when the research seeks to align the cohort with milestones in the diffusion of the internet, growing access to smartphones, and the intensification of the use of digital platforms in daily school and family life, factors highlighted in Brazilian studies that discuss generational dynamics and characteristics in the study and work environment. The option for 1995 to 2010 is made explicit in literature syntheses that organize generations, define periods and suggest implications for management in organizations (Spada; Gates; Ruffatto, 2024).

Some national studies admit a cut, describing Generation Z as composed of those born after 1990, which shifts the frontier from the beginning a few years back and expands the observation window. This choice is usually accompanied by justifications related to the pace of the digital revolution in the country, access to information and communication technologies, and the interpretation of cultural changes as common references for socialization. By recognizing this use, the authors recommend explaining the purpose of the cut, so that the sample composition is clear to the reader (Mesquita, Oliveira and Munhoz, 2020).

There are also studies that justify the beginning in 1995 because they understand that this year coincides with the widespread popularization of the web and with the arrival of services and applications that have become part of the socialization of children and adolescents. In parallel, final limits are defined between 2009 and 2012, according to the emphasis given to events or contexts that mark the passage to the next cycle, identified as Generation Alpha. This historical-technological logic is synthesized in reviews that describe



Generation Z as the first generation immersed in digital environments during childhood (Mesquita, Oliveira and Munhoz, 2020).

The coexistence of different sections reflects research decisions that dialogue with criteria of international comparability, with the purpose of the study and with the availability of data. In some cases, the focus favors proximity to foreign studies that adopted from 1997 to 2012, in others, it favors the harmony with Brazilian practices that have already been consolidated from 1995 to 2009 or 1995 to 2010 in surveys with students and beginning workers. In any scenario, declaring the interval and indicating its justification avoids misinterpretations when results are compared between studies with different age compositions (Pauli; Guadagnin; Ruffatto, 2020).

Frontier choices especially impact surveys that compare Generation Z and Generation Y, since the position of the year 1994 or 1995 changes the distribution of ages in the samples. In Brazilian studies, Generation Y is usually delimited until 1994, which favors the use of 1995 as the beginning of Generation Z. This arrangement reduces overlap and simplifies the construction of groups in quantitative analyses, preserving continuity between cohorts. Clarity about the passage between Y and Z is relevant in organizational diagnoses and in surveys with graduating undergraduate students (Ceribeli *et al.*, 2023a).

When considering the final year, adopting 2009 establishes a cut aligned with studies of labor insertion carried out until the beginning of the 2020s, in which the participants have already experienced the transition from study to work. Adopting 2010 extends one year and may include respondents who are still in the higher education phase at the time of the survey, depending on the date of collection. For studies on values at work, engagement, and permanence, both options have been used, with small differences in age composition that need to be recognized in the interpretation of findings (Ceribeli *et al.*, 2023a Ceribeli *et al.*, 2023b).

In questionnaire surveys with young Brazilians, there are explicit examples of the use of 1995 to 2009 as an inclusion criterion, which organizes the sample in a way that is consistent with the presence of participants who have already completed or are completing their undergraduate studies and who are in transition to formal work. This type of criterion is detailed in appendices and data collection scripts, which helps replication and comparison between studies. This practice reinforces the usefulness of declaring the adopted range directly on the instrument (Silva, 2021).

The national literature also emphasizes that age group choices can be connected to formative events that distinguish internal segments of Generation Z, such as the diffusion of broadband internet and the popularization of smartphones. Brazilian studies describe the



generation as accustomed to digital interfaces from an early age, which is related to preferences for learning and work environments with greater use of technology and faster communication, although there is variation according to social origin and access to resources. This characterization supports clippings that begin in the mid-1990s (Silva, 2021; Serafim, 2024).

In the context of labor market research, the option for 1995 to 2009 has been useful to relate Generation Z to entry cycles that occurred before and after shocks such as the covid-19 pandemic. Some studies explain that those born at the beginning of the period have already entered the market, while those at the end of the period are completing studies or in their first professional experiences, which guides analytical approaches within the cohort itself. Transparency about these differences helps in reading engagement and well-being results (Ceribeli *et al.*, 2023b).

When the objective is to get closer to international references that establish 2012 as the final limit, researchers in Brazil may prefer 1996 to 2012, to align comparisons with studies of global scope, although this cut is not yet the most frequent in national surveys on values and labor insertion. The decision depends on the focus of the work and the need to make data compatible with external databases. In any case, it is recommended to document the reason for the choice and discuss the possible implications for the composition of the sample (Serafim, 2024).

There are also examples of excerpts that begin in 1993 or 1994, used in Brazilian studies that favored adherence to specific sources or comparisons with immediately preceding cohorts. These designs broaden the cohort and increase age heterogeneity, which may be desirable in analyses that investigate transitions over long periods, but require caution when interpreting aggregate results. The justifications usually dialogue with milestones of technological socialization and changes in the educational system (Ceribeli *et al.*, 2023a).

The very notion of generation, as mobilized by Brazilian studies, is understood as a time frame that brings together people who have shared social and historical experiences that bring them closer in certain behaviors and values. This conception favors the understanding that rigid boundaries are not essential for the category to be analytically useful, as long as the period chosen is reasonable and coherent with the research question. Therefore, justified variations of a few years in the limits do not invalidate the comparison, as long as they are accurately reported (Mesquita, Oliveira and Munhoz, 2020).

Table 1

Birth clippings of Generation Z used in Brazilian studies

SOURCE	ADOPTED BIRTH INTERVAL	OBSERVATIONS
Ceribeli <i>et al.</i> , 2023a	1995–2009	Applied to studies of values at work and labor insertion, it favors samples of young people already in the transition from study to work.
Serafim, 2024	1995–2010	Used in national syntheses that articulate digital socialization in childhood and passage to Generation Alpha after 2010.
Serafim, 2024	1996–2012	Alternative for comparability with international references, less frequent in national surveys.
Mosque; Olive tree; Munhoz, 2020	"After 1990"	A broad cut, justified by milestones of technological socialization in the country; requires explaining the objective of the study.
Silva, 2021	Y until 1994; Z from 1995	Useful delimitation to separate cohorts in Y vs. Z comparisons in organizational diagnoses.

Source: Prepared by the authors (2025) from Serafim (2024); Ceribeli *et al.* (2023a); Mesquita, Oliveira and Munhoz (2020); Silva (2021).

Given this panorama, this article adopts the period 1995 to 2010 as a reference. The choice is based on Brazilian syntheses that organize the definitions of Generation Z and explain this cut as an alternative coherent with the digital socialization of childhood and adolescence, with the delimitation of Generation Y until 1994 and with the transition to Generation Alpha after 2010. In addition, this is a range that appears in national reviews and allows comparisons with studies that analyze entry and permanence in work in the 2020s (Serafim, 2024).

To maintain comparability with studies that adopt 1995 to 2009, the analyses will also be presented with this alternative of cutout, when relevant, in sample descriptions and methodological notes. This double reference facilitates the reading of findings and the dialogue with studies of values at work, engagement and intention to remain that use 2009 as a limit. The strategy meets the diversity of uses identified in national publications (Ceribeli *et al.*, 2023a).

The methods section will explain the chosen interval and the inclusion criteria, indicating the year of birth of the respondents and the procedures adopted to deal with cases at the upper or lower end of the range. This practice is observed in Brazilian studies that describe, in the research instrument itself, the answer options for the year of birth, which improves the accuracy of the cut-out and the transparency of the collection. Procedures of this nature reduce ambiguity and facilitate replication (Silva, 2021).



The adoption of an explicit approach is relevant because the degree of exposure to technologies and socioeconomic events can vary between the initial cohort of Generation Z and the final cohort, which translates into differences in school experience, access to platforms, and perceptions of work. The Brazilian literature on generations and work reminds us that these contextual differences are at the basis of the concept of generation, so that the chosen approach should reflect the logic of common socialization of the group studied. This understanding guides the choice of intervals from the mid-1990s to 2009 or 2010 (Mesquita, Oliveira and Munhoz, 2020).

The national literature presents three families of clippings for Generation Z, each with specific methodological implications. The first began in 1995 and ended in 2009, concentrating on studies of values and labor insertion. The second begins in 1995 and ends in 2010, approaching syntheses that relate generations to milestones of digital socialization and the passage to Generation Alpha. The third extends the final limit to 2012 or shifts the beginning to 1990, usual choices when seeking compatibility with international sources or extensive time coverage. Regardless of the family chosen, the essential thing is to indicate, in the text, the period adopted and the reasons for it (Serafim, 2024; Mesquita, Oliveira and Munhoz, 2020; Ceribeli *et al.*, 2023).

Finally, it is worth noting that the intervals adopted in the Brazilian studies do not operate in isolation from the objective of each study, which is why the discussion of birth ranges should be accompanied by an explanation of how these ranges are related to the phenomenon investigated. In investigations on labor values, for example, it is pertinent to explain to what extent the cut captures cohorts that have already entered the job and how this connects to indicators of engagement and permanence. This perspective, present in national publications, reinforces the importance of aligning temporal choices and research questions (Ceribeli *et al.*, 2023).

If there is a need for dialogue with databases that use different cuts, it is recommended to explain the differences and, when possible, to produce sensitivity analyses, presenting results with more than one interval. This practice favors comparative reading and reduces the risk of conclusions conditioned by a single temporal choice. Recent national studies draw attention to the lack of definitive marking and to the convenience of recording the options adopted throughout the work. This methodological precaution contributes to the robustness of the conclusions (Serafim, 2024).



2.3 GENERATION Z IN THE JOB MARKET

The insertion of Generation Z in the Brazilian labor market brings together expectations regarding flexibility, work-life balance, recognition, and development opportunities, alongside structural constraints such as the requirement for previous experience and limited availability of vacancies. These elements appear in surveys with young people in management and with respondents from Generation Z in general, who relate management practices to decisions to stay and the intention to leave, articulating preferences for dialogue with leaders, compatible remuneration and predictable working conditions with career trajectories at the beginning of the production cycle (Da Silva; Pereira, 2023).

In terms of management practices, Brazilian evidence indicates that policies that ensure frequent feedback, objective recognition, defined goals, and documented progression paths contribute to reducing the intention to leave among young people, as long as they are combined with flexibility of time and place, autonomy in the way tasks are performed, and a collaborative organizational climate. These mechanisms are associated with expectations of fairness and transparency and guide evaluations of belonging and development, forming a basis for retention decisions in sectors with turnover among career starters (Brasil, 2025).

The literature also describes the relevance of accessible leadership and daily dialogue, with openness to listening and conflict mediation, as components of the bond between young people and organizations. In scenarios of technological transformation, the presence of leaders who integrate technical guidance, socio-emotional support, and recognition of results contributes to sustaining engagement when learning demands are high. Brazilian studies suggest that these dimensions, combined with strategic compensation policies, operate as a basis for retaining professionals at the beginning of their careers (Silva, 2021).

Table 2

Elements valued by Gen Z and corresponding practices

Valued element	Corresponding management practices	Tracking indicators	Sources
Flexibility	Policies on working hours and workplace, autonomy in execution, availability agreements	Adherence to agreements, satisfaction with arrangements, impact on absenteeism	Silva; Brazil, 2025; Ceribeli et al., 2024
Work-life balance	Load planning, breaks and recovery, time management	Turnover, reports of overload, use of health benefits	Saints; Ratier, 2023; Pereira, 2022
Dialogue with leaders	Feedback routines, alignment meetings, listening channels	Frequency of feedback, clarity of objectives, perception of fairness	Silva, 2021; Silva; Brazil, 2025



Recognition	Transparent criteria, simple rites of appreciation, rewards for contribution	Program participation, correlation with engagement	Pereira, 2022; Da Silva; Pereira, 2023
Remuneration and development	Clear salary structures, career paths, mentoring, and training	Time to first promotion, trail membership, intention to stay	Ceribeli et al., 2024; Graner; Cerqueira, 2019

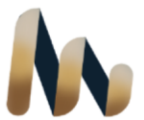
Source: Prepared by the authors (2025)

The barriers to entry to formal work remain as an axis of analysis, with emphasis on the requirement of previous experience in selection processes, the scarcity of vacancies in specific segments, and the recent effects of health and economic shocks. Interviews with young people looking for their first job or replacement record frustration in the face of unsuccessful attempts and feelings of anxiety and emotional exhaustion, which connects the discussion of insertion with mental health issues and the need for institutional approaches that support the school-work transition period (Ceribeli *et al.*, 2023b).

The mental health dimension crosses the experiences of students and young workers, with reports of emotional overload, anxiety and signs of exhaustion in contexts of educational and work uncertainty. Research with young workers indicates components of burnout in the early stages of their careers, relating demanding routines, low predictability, and incipient support networks to manifestations of burnout. These findings guide the recommendation of psychosocial support programs, close supervision during the adaptation period, and organizational practices that favor recovery and balance (Santos; Ratier, 2023).

Career preferences among members of Generation Z are described through Schein's anchors, with emphasis on the lifestyle anchor, which integrates work, family and personal interests and values flexibility of arrangements. Results suggest variations by gender and previous experience, with greater emphasis on autonomy and independence among respondents with work experience and cause-oriented among those who have not yet worked. This internal heterogeneity invites segmented strategies of development and work design (Mesquita; Olive tree; Munhoz, 2020).

The strategies for seeking opportunities reveal contrasts between social groups. Even among young people familiar with digital technologies, studies record the use of traditional channels in the stages of searching for vacancies, such as face-to-face delivery of resumes and local informal networks, coexisting with the use of platforms and applications. This picture suggests that inequalities in access to information and infrastructure modulate insertion and require actions that combine professional guidance, qualification, and facilitation of access to digital selection and recruitment channels (Ceribeli et al., 2023).



In sectoral terms, evidence on the industrial segment during the pandemic period indicates engagement at an intermediate level among young people, with a role of recognition, incentives, and reward design to sustain performance and intention to stay. These results help to measure how external shocks are reflected in workers' evaluations and how valorization and objective communication policies mitigate uncertainties and support the continuity of employment relationships in production environments (Pereira, 2022).

In organizational design, national studies point to the usefulness of reviewing job descriptions, adopting collaborative work methods, increasing autonomy in execution, and incorporating technologies that simplify processes and reduce redundancies. From a strategic perspective, the literature recommends alignment with the environmental, social and governance agendas, given that criteria of responsibility and coherence between discourse and practice inform decisions to apply and remain among young people who associate meaning and reputation with job choices (Da Silva; Pereira, 2023).

The articulation between education and work emerges as a transitional element, with an emphasis on self-regulation of learning competencies that include planning, monitoring and goal management. Brazilian research suggests that formative trajectories that develop autonomy and study strategies favor adaptation to work contexts that demand continuous learning, which is related to less wear and tear in the passage between stages, with greater clarity of objectives and with the construction of consistent professional repertoires (Zoltowski; Teixeira, 2020).

The generational debate in Brazil also recommends prudence in reading differences between age groups, signaling that similarities and overlaps coexist with distinctions of expectations. Studies on values and rewards suggest that demands for recognition, adequate compensation, and growth opportunities continue across generations, although Gen Z tends to place importance on flexibility and balance across spheres of life. This observation reinforces the relevance of organizational diagnoses that combine data by age group with context analysis (Da Silva; Pereira, 2023).

Implications for management include structured entry programs, with planned integration, mentoring focused on technical and socio-emotional skills and regular feedback routines, as well as transparent communication about expectations and evaluation criteria. In environments with a requirement of previous experience, initiatives that recognize participation in academic projects, internships, and extension activities can reduce initial barriers. Where competition for vacancies is high, recruitment practices that expand the reach to candidates of different social and regional profiles contribute to equity of access (Silva, 2021; Ceribeli et al., 2024).



The discussion on permanence and early dismissal points out that recognition policies, investments in development and predictable progression routes operate in conjunction with material conditions and psychosocial well-being. The balance between life and work gains centrality when the intensity of routines increases, and organizations that offer adjustments in working hours, listening spaces, and mental health support report a more favorable perception of a climate and a lower propensity to leave among young people. These results indicate that retention does not result only from remuneration, but from a set of consistent practices over time (Pereira, 2022; Saints; Ratier, 2023).

In summary, the presence of Generation Z in the Brazilian labor market involves a set of preferences for flexibility, dialogue, recognition, and development, associated with insertion challenges and mental health issues. Organizational responses aligned with these findings combine work design with autonomy, collaborative methods, adjusted incentives and care practices, as well as objective communication and coherence between discourse and practice. The national literature indicates that advances in this direction strengthen engagement and intention to permanence, while expanding opportunities for entry and mitigating the effects of uncertainty at the beginning of occupational trajectories (Silva; Brazil, 2025; Ceribeli et al., 2024; Pereira, 2022).

2.4 WHAT PROFILES DID THE SEARCHES FIND?

Recent Brazilian literature describes profiles of young people from Generation Z based on two complementary axes, values and trajectories, and two recurrent analytical lenses, empirical typologies by groupings and career anchors. These profiles connect preferences for flexibility, work-life balance, dialogue with leaders, recognition, and compatible remuneration with objective conditions of insertion and permanence, composing a useful framework for people management and for school-to-work transition policies in the country (Da Silva; Pereira, 2023).

On the axiological level, the research points to three orientations that help to differentiate profiles. The first emphasizes achievement, which involves liking what you do, identifying with the activity, learning continuously and having the autonomy to decide how to perform tasks. The second values social impact, which relates work to collective contribution, socio-environmental responsibility and ethical coherence. The third is organized around prestige, which includes organizational reputation, role visibility, and symbolic recognition. These guidelines coexist with attention to financial independence and stability, given the conditions of the Brazilian labor market and the barriers to entry that affect young people at the beginning of their careers (Ceribeli et al., 2024).



In addition to the value axes, studies by grouping describe three empirical profiles with variations in income, parental influence, and priorities. A first group, recurrent in local surveys, brings together defenders of quality of life, for whom flexibility, balance and autonomy in the organization of time guide choices and evaluations of the bond. A second group, described as balanced under pressure, combines importance attributed to balance and performance with exposure to family and social network pressures, requiring psychosocial support, transparent evaluation criteria, and consistent communication. A third group, pragmatic and independent, maintains an appreciation for flexibility and balance at moderate levels and attributes weight to autonomy of execution, goals and results, with a direct focus on progression and material conditions (Silva; Brazil, 2025).

Table 3

Mapped empirical profiles and management implications

Profile identified in Brazilian studies	Predominant brands	Management needs	Risks if not attended to	Evidence
Advocates for quality of life	Valuing flexibility, work-life balance, autonomy in organizing time, search for purpose	Flexibility agreements, autonomy of implementation, support for well-being, clear development paths	Increased exit intent and decreased engagement	Ceribeli et al., 2024; Silva; Brazil, 2025
Balanced under pressure	Importance of balance and performance, family and social network pressure, need for support	Close supervision at the beginning, defined evaluation criteria, psychosocial support, objective communication	Stress, anxiety and exhaustion in transition, noise in evaluations	Ceribeli et al., 2024; Saints; Ratier, 2023
Pragmatic and independent	Emphasis on autonomy of execution, goals, results and material conditions	Negotiated goals, feedback loops, defined progression, recognition for results	Misalignment between expectations and rewards, turnover	Silva; Brazil, 2025; Pereira, 2022

Source: Prepared by Silva and Brasil (2025); Ceribeli et al. (2024); Pereira (2022); Santos and Ratier (2023).

Career anchors help qualify these profiles by indicating dominant motivations in defining career paths. Among members of Generation Z, national surveys record a predominance of the lifestyle anchor, which seeks to reconcile family, personal, and professional dimensions through flexible arrangements of time and space. Results suggest differences by work experience and gender, with emphasis on autonomy and independence among those who have worked and inclination towards social causes and stability among respondents with no previous experience, which reinforces the internal heterogeneity of the

generation and indicates the need for segmented development policies (Mesquita; Olive tree; Munhoz, 2020).

Table 4

Career anchors and trends observed among young Gen Zers

Career anchor (Schein)	Clues among young Z	Observed differences	Implications for people management	Source
Lifestyle	Search for compatibility between work, family and personal interests, preference for flexible arrangements	Variations by gender and work experience	Flexibility policies, journey design, autonomy in execution	Mosque; Olive tree; Munhoz, 2020
Autonomy/independence	Greater relevance among those who have already worked, focus on deciding how to perform tasks	Differences by work trajectory	Clarity of goals, decision-making space, continuous feedback	Mosque; Olive tree; Munhoz, 2020
Security/stability	Greater weight in some segments and in those with no previous experience	Relationship with market conditions and educational trajectory	Progression routes, communication on criteria, predictability	Mosque; Olive tree; Munhoz, 2020
Dedication to a cause	Greater orientation to social impact in part of respondents with no experience	Association with personal values and formative context	Projects with social impact, ESG coherence, communication of purpose	Mosque; Olive tree; Munhoz, 2020
Administration/management; technical/functional; Creativity/Entrepreneurship	Preferences that vary by gender and by experience	Internal heterogeneity of the generation	Tracks by competency, mentoring and rotating experiences	Mosque; Olive tree; Munhoz, 2020

Source: Prepared by the authors (2025) based on Mesquita, Oliveira and Munhoz (2020).

The presence of contextual pressures and insertion barriers has repercussions on profiles marked by challenging emotional experiences in the job search process. Interviews with young people looking for their first job or replacement report anxiety, frustration, and exhaustion when dealing with the requirement of previous experience and low vacancies, with gender cutouts and the effects of the pandemic on routines and expectations. This picture crosses all the profiles identified and dialogues with findings on the mental health of



students and young workers, which indicate signs of exhaustion and the need for support networks and institutional care procedures (Ceribeli et al., 2024; Saints; Ratier, 2023).

The health dimension also differentiates priorities and needs of profiles. Among advocates of quality of life and balanced under pressure, the demand for care practices and routines that respect limits, with realistic schedules, space for recovery and psychosocial support stands out. Among pragmatic profiles, the care agenda matters, but it appears linked to the predictability of goals, clarity of criteria, and distributive justice, which suggests policy combinations that articulate well-being and performance in a transparent manner (Santos; Ratier, 2023; Souza; Helal; Paiva, 2019).

The ways to seek opportunities also vary between groups. Studies with young people from different social backgrounds show that, even in the presence of familiarity with digital platforms, the use of traditional channels such as face-to-face delivery of resumes and local informal networks persists. In profiles with less access to technological infrastructure, intermediation through community contacts and professional guidance spaces in the public network gains relevance, which indicates that employability policies need to consider hybrid paths of intermediation between candidates and organizations (Ceribeli *et al.*, 2023).

Table 5

Barriers to insertion and mitigation measures

Barriers reported	Brazilian evidence	Suggested mitigation measures	Indicators
Requirement of previous experience	Interviews with young people looking for their first job or replacement	Recognize academic and extension projects, structured internships, trainee programs	Beginner Hiring Rate, Time to First Opportunity
Scarcity of vacancies and gender cutouts	Reports of frustration, anxiety and exhaustion	Expansion of school-company partnerships, job fairs, equity policies	Distribution by gender and area, conversion to hiring
Effects of recent shocks on well-being	Signs of stress and exhaustion among students and youth workers	Psychosocial support, onboarding supervision, cargo management	Use of support services, climate perception, turnover
Inequalities in access to digital channels	Parallel use of traditional media and informal networks	Public intermediation, professional guidance, digital inclusion	Access to platforms, recruitment reach, candidate diversity

Source: Prepared by the authors (2025)

In the industrial sector, surveys during the pandemic period indicate levels of engagement among young workers, with the impact of recognition policies, incentives, and reward design. In pragmatic profiles, a combination of goals, regular feedback, and defined progression contributes to the intention to stay. In profiles focused on quality of life,



adjustments in working hours, autonomy of execution, and support for learning at the station are associated with favorable perceptions of climate and equity (Pereira, 2022).

The management literature suggests that each profile benefits from specific arrangements. For advocates of quality of life, it is recommended to design work with autonomy in the organization of time, objective communication, defined rules of flexibility, and access to well-being programs that include listening and referral when necessary. For balanced under pressure, priority is given to close supervision at the beginning, expectations agreements, defined evaluation criteria, and psychosocial support for managing performance demands. For pragmatists and independents, career paths with learning milestones, negotiated goals, feedback loops and recognition for results, without losing sight of the quality of work relationships and respect for diversity (Silva; Brazil, 2025).

Profile analysis does not eliminate intergenerational similarities observed in comparative studies, in which recognition, compatible remuneration, and growth opportunities appear as important elements for different age groups. The main difference lies in the hierarchy attributed to flexibility, autonomy of execution and balance between spheres of life by the youngest, which is expressed in sensitivity to inflexible routines and environments of low participation. Therefore, diagnoses by age group should combine context indicators with measures of climate and management practices, avoiding labels and generalizations (Da Silva; Pereira, 2023).

Some studies connect profiles to learning skills that underpin adaptation at work. Self-regulation, planning, monitoring, and goal management skills tend to support transitions and reduce attrition in early career stages. In pragmatic profiles, this set is associated with the search for autonomy and the use of metrics to monitor evolution. In profiles oriented to impact and quality of life, the same set contributes to balancing academic and work demands and to organizing study and work strategies with lower emotional cost (Zoltowski; Teixeira, 2020).

Cluster typologies and career anchors offer a repertoire for designing policies with a focus on attraction and retention. The combination of development paths, promotion criteria and recognition practices serves as the basis for pragmatic profiles. The institutionalization of flexibility agreements, autonomy over modes of execution and support for well-being better meets the profiles oriented to quality of life. The integration of projects with social impact and corporate responsibility initiatives brings the interests of those who value social contribution and ethical reputation closer together. In all cases, transparency of criteria and dialogue between leadership and team help to reduce uncertainties and build stable bonds at the beginning and in the early years of their careers (Ceribeli et al., 2024; Pereira, 2022; Silva, 2021).

Finally, profiling has implications for research and practice. For researchers, the recommendation is to explain criteria for clustering, temporal delimitation and sample composition, indicating how the categories were validated and how they vary by sector and region. For organizations, the use of periodic diagnoses, with questions about values, preferences, and work experiences, allows them to adjust interventions and monitor their effects on engagement and intention to stay. The dialogue between education and companies in internship programs, guided projects and continuing education initiatives favors entry and development paths with less friction for different profiles of Generation Z in Brazil (Silva; Brazil, 2025; Ceribeli *et al.*, 2023).

3 METHODOLOGY

The study adopts documentary research with thematic content analysis, suitable for systematizing evidence present in academic and institutional documents and producing interpretative categories about values, profiles, and implications of Generation Z at work. Desk research allows for the identification, organization, and extraction of information from public/academic sources, while content analysis provides a rigorous procedure for categorization, inference, and interpretation (Gil, 2019).

The corpus is composed of scientific articles, dissertations/TCCs and Brazilian technical-institutional texts that deal with values at work, labor insertion, well-being and profiles of Generation Z. The constitution of the corpus followed the logic of secondary primary sources (published documents), recording the origin, date, type and scope of each item in a control spreadsheet (Lakatos; Marconi, 2017).

Brazilian documents with empirical data and/or analytical syntheses on Generation Z published, preferably, from 2010 onwards, were included, including age groups used in the literature (e.g., 1995–2010; 1995–2009) to preserve comparability between studies, which were already mobilized in the base text of this article and useful for organizing the analysis by cohorts (Gil, 2019).

Analysis procedures (stages). The analysis followed five stages: (1) floating reading and selection of the material; (2) definition of the registration units (values, anchors/profiles, insertion barriers, management implications, mental health); (3) coding with a previously tested codebook; (4) grouping into thematic categories; (5) inference and interpretation, articulating results and references. This sequence is consistent with Brazilian manuals of qualitative research and with the tradition of content analysis applied to documents (Minayo, 2014).



A priori categories were taken as those already structuring in the base text (values, age groups, profiles/anchors, barriers, implications), admitting subcategories that emerged during the codification (e.g., "work-life balance", "recognition", "flexibility of working hours/location"). The combined use of a priori and emergent categories is recommended when there is a consolidated framework and interest in capturing contextual nuances (Minayo, 2014).

To strengthen reliability, the following were adopted: (i) double reading of the material in cycles; (ii) consensus reviews on divergent sections; (iii) audit trail with record of analytical decisions; and (iv) checking the saturation of the categories. In qualitative research, internal validation strategies and transparency of the methodological path increase the credibility of the findings (Minayo, 2014).

Content analysis was complemented with triangulation of sources (articles, academic papers and institutional documents) and triangulation of researchers in the codebook review stages, reducing individual biases and conferring categorical stability; when relevant, contrast with related techniques (thematic analysis/DTA) was used to verify convergence of meanings (Gil, 2019).

The limits of documentary research are recognized: (a) subjective interpretation of texts; (b) timeliness and uneven coverage of sources; (c) information gaps inherent in available documents. To mitigate them, explicit selection criteria, publication/collection dates, origin and justifications for inclusion/exclusion were recorded; reflective notes by the analyst and systematic confrontations between documents were maintained (Gil, 2019).

Because it uses public/academically published documents, without direct involvement of participants, the study falls within the exceptions provided for research with sources in the public domain; even so, care was maintained in citation, integrity, faithful representation of results and respect for copyright (Gil, 2019).

Analytical products. As products of the analysis, tables and tables were organized (e.g., age cuts, valued elements and corresponding practices, empirical profiles, barriers/mitigations), with a matrix of evidence by category, source and excerpt-synthesis, in order to allow traceability between inferences and documentary excerpts (Minayo, 2014).

4 RESULTS AND DISCUSSION

This section presents the findings organized into ten numbered axes (1–10), derived from the content analysis of the documentary corpus. The axes combine a priori categories (values, profiles/anchors, barriers, implications) with emerging subcategories (work-life balance, recognition, flexibility), in order to synthesize evidence and dialogue with the recent



Brazilian literature on Generation Z, labor insertion and well-being (Minayo, 2014; Gil, 2019). The discussion references national studies that deal with age groups and conceptual cohesion (Serafim, 2024), values and engagement (Ceribeli *et al.*, 2023), career anchors (Mesquita; Olive tree; Munhoz, 2020), sectoral dynamics and permanence (Pereira, 2022; Saints; Ratier, 2023), articulating them with the evidence of the corpus.

- 1) **Gen Z values and priorities at work.** Generation Z values achievement at work, social impact and prestige; however, in a context of high unemployment, many young people prioritize financial independence/stability as a condition for achieving their life projects, often related, in practice, to the search for fulfillment and prestige. Implication: PM practices should make explicit paths of development, recognition and social contribution, without neglecting material conditions and income predictability.
- 2) **Age groups and conceptual cohesion.** There is variation in the limits of the cohort (e.g., 1995–2010 versus "after 1990"), which requires explaining the approach adopted in each study for comparability and design of organizational policies.
- 3) **Career profiles.** The findings of career anchors show the centrality of "lifestyle" and the relevance of autonomy/independence, with nuances by gender and trajectory. Implication: internal mobility policies, job design, and hybrid/flexible models tend to align Zappers' expectations and reduce turnover.
- 4) **Valued elements and corresponding practices.** On average, Brazilian Generation Z gives high importance to achievement (liking what you do, meaning), considers social impact and assigns less weight relative to prestige, a standard that dialogues with preferences for flexibility and balance. Implication: recruiting/retaining goes through meaningful work design, development routes, and flexible arrangements.
- 5) **Empirical profiles.** The three clusters describe segments with distinct resources and pressures, guiding segmented strategies: For the majority profile (quality of life / parental independence), offer flexibility, mental health and growth plans. For balanced under pressure, combine psychosocial support and management of family/social expectations. For pragmatists and independents, emphasize autonomy, results, and development.
- 6) **Barriers to insertion and well-being.** The requirement for experience and the scarcity of opportunities continue to be bottlenecks, aggravated in the post-pandemic. Reports indicate anxiety, stress and frustration in the face of successive failed attempts, with repercussions on mental health, which reinforces the need for public strategies for (re)insertion and organizational support in the recruitment of beginners.



- 7) **Psychosocial risks and well-being.** Difficulties in insertion and the requirement of previous experience aggravate stress and anxiety; studies with young workers point to dimensions of emotional exhaustion and depersonalization, demanding support programs and sustainable routines.
- 8) **Permanence/turnover and leadership.** Permanence is related to recognition, good salaries, and accessible and empathetic leadership; authoritarian styles increase dropout. Work-life harmony and mental health are decisive.
- 9) **Engagement and sectoral context.** In the industrial sector, average engagement was maintained during the pandemic, reinforcing the role of rewards and recognition aligned by sector/position.
- 10) **Organizational implications.** To attract and retain Generation Z, it is recommended to rethink work (collaborative/technological), expand autonomy, streamline methods, make job descriptions more flexible, and demonstrate ESG commitment, measures that dialogue directly with identified values and profiles.

Together, the ten axes indicate that clarification of development paths, structured recognition, flexibility arrangements, and psychosocial support are vectors of permanence for Generation Z, especially when combined with leadership practices that align expectations and goals by sectoral context. Such directions converge with national evidence on values and engagement (Ceribeli *et al.*, 2023), generational cut-outs and conceptual cohesion (Serafim, 2024), career anchors (Mesquita; Olive tree; Munhoz, 2020) and permanence/turnover in specific sectors (Pereira, 2022; Saints; Ratier, 2023). In the field of people management, they translate into the design of paths by competencies and agreement on results and feedback, avoiding generic solutions and favoring the person-work adjustment (Dutra, 2017). This set strengthens well-being and continuity in the training-professional path of young people, maintaining coherence with the findings of the corpus and with the adopted framework (Minayo, 2014; Gil, 2019).

5 CONSIDERATIONS

The findings organized into the ten axes indicate a consistent picture: values of recognition, development and flexibility appear as vectors of permanence for young people from Generation Z, while barriers to insertion and psychosocial risks tend to be accentuated when expectations are not agreed upon and work routines do not offer adequate support. This synthesis is compatible with national studies on youth values and engagement, as well

as with the methodological literature that supports the interpretation of the documentary corpus (Ceribeli *et al.*, 2023).

From the point of view of people management, the results suggest prioritizing development paths by competencies, regular feedback, and recognition policies linked to clear goals, in addition to flexibility arrangements compatible with the profile of each function. Such directions dialogue with Brazilian references that emphasize person-work alignment and agreement on results as a basis for retention and performance (Dutra, 2017; Mosque; Olive tree; Munhoz, 2020).

In the field of well-being and mental health, the convergence between insertion demands, pressure for performance and career uncertainties requires psychosocial support devices and sustainable routines (breaks, load management, predictability), especially in contexts at the beginning of the trajectory. National evidence indicates that care initiatives, combined with transparent communication about expectations, reduce symptoms of exhaustion and favor permanence (Santos; Ratier, 2023; Souza; Helal; Paiva, 2019).

The limitations of documentary research are recognized: dependence on the availability and timeliness of texts, heterogeneity of the material and variations in the age groups used by the literature. To mitigate these limits, the selection criteria, the analysis trail, and the triangulation of sources were made explicit, which reinforces the credibility of the inferences produced (Gil, 2019).

As a research agenda, it is recommended: (i) comparative studies between sectors (industrial, services, education) to test the effect of recognition and flexibility practices; (ii) quasi-experimental designs that evaluate leadership programs for first positions and their relationship with permanence; (iii) longitudinal analyses that observe the transition between study, work and career, refining categories emerging from this analysis (Minayo, 2014; Ceribeli *et al.*, 2023a).

In summary, the results offer practical directions for organizations and contribute to the academic debate by integrating values, profiles, and management implications into an interpretative framework applicable to the Brazilian context. The articulation between development by competencies, recognition, flexibility and psychosocial support appears as a structuring axis of the strategies for attracting and retaining Generation Z, consistent with the national literature and with the evidence of the corpus analyzed (Dutra, 2017).

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