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**GENERATION Z AND
THE USE OF ARTIFICIAL
INTELLIGENCE IN
HR: SELECTION,
COMPENSATION,
BENEFITS,
PERFORMANCE
EVALUATION**

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Abstract: Born in 1995, Generation Z emerged amid the advancement of digital and technological means, and has been shaping the way companies act, especially in hiring people, since to attract young talent, it is necessary to invest much more than it has been with previous generations. Until then, few authors had dedicated themselves to carrying out scientific research on this group of young people, direct successors of Generation Y. Based on this, I applied a research questionnaire directly to these young people, belonging to the course of administration at PUC-SP, mainly in a time when they are entering the job market, and issues such as artificial intelligence, selection, compensation, benefits and performance evaluation are being increasingly discussed. It is important to understand how organizations act, and how they are joining, so that other companies can be inspired and change the way they seek to engage to attract these young people. Understanding how they behave in selection processes, giving voice, autonomy, leaving free access to leadership, creating career and development plans, tracing good wages and benefits become important attractions, so that the young person belonging to this generation feels comfortable and seeks stay longer within a given organization, creating a solid career with potential for professional development.

Keywords: Generation Z. Labor Market. Artificial intelligence. Leadership. Career.

INTRODUCTION

Generation Z was born in the midst of Revolution 4.0, which is called the 4th industrial revolution thanks to the technological innovations that have been shaping the world in recent years. However, other groups came before this generation, each with its own traits marked by a certain time.

According to Matthewman (2012, apud

DALAPRIA et al., 2012), the *Baby Boomers* emerged after World War II (1946-1964), being the first generation to have access to higher education and to witness the birth of rock *and roll* in the United States. United. This generation contested the war in Vietnam, the atomic bomb and press censorship, being largely responsible for initiating peace and love action.

Generation X (1965-1978) entered the labor market through labor deregulation, it is a generation after full employment, a period known as the *Welfare State*. These are professionals marked by their commitment to new IT services, bank positions and jobs related to technology. It is a very individualistic generation, focused on their personal interests, seeking personal growth walking together with the capitalist ideology (MATTEWMAN, 2012 apud DALAPRIA et al., 2015).

Generation Y (1979-1992), on the other hand, is marked by people who seek professional growth and recognition, tend to be volatile if they feel that organizations are not fulfilling their expectations. They often end up looking for opportunities that support their work and life goals. They are restless people who do not survive authoritarian environments, and are used to managing their time since childhood (MATTEWMAN, 2012 apud DALAPRIA et al., 2015).

Currently, generation Z (nomenclature adopted for those born in the mid-1990s to 2010) are entering the labor market, while issues about entrepreneurship, salaried work and employment relations are being widely discussed based on previous generations. After all, generation Z was born in a period of changes in political and social structures, and with that it becomes more common for movements around entrepreneurship to be more frequent.

The research aimed to allow a more

comprehensive understanding of this generation, so particular and that will be, or rather, is already being the generation of the 4th Industrial Revolution, in addition to providing a vision of the current scenario of generation Z through a theoretical deepening through research bibliographical references seeking a better understanding of the subject, its problems and approaches in relation to previous generations, its insertion in the labor market and the impacts, for this generation, of the use of artificial intelligence as an emerging practice in people management, especially in recruitment processes and selection.

THEORETICAL REFERENCE

Generation Z is marked by young people born in mid-1995 to 2010. This generation emerged shortly after Generation Y, and they carry with them an intimately strong relationship with digital and technological means and, since they were born hyperconnected and directly linked to technology, they emerge with a new way of acting, thinking and conducting your personal and professional life (RECH et al., 2017).

This generation grew up in the midst of the so-called Revolution 4.0, which involves advanced technological processes such as, for example, artificial intelligence, and thus closely monitors the effects of this new model of society beyond contemporaneity, acting strongly in the consumption of these technological innovations.

Freire Filho and Lemos (2008) define this generation as: “Digital Generation” (alternatively named “On-Line Generation”, “Internet Generation”, “Connected Generation”, “Z Generation” or “Dot Com Generation”).

Faced with the 4th industrial revolution, applications such as Instagram, Facebook, until more recently TikTok, leave generation Z, much more qualified towards the job

market, after all, more and more processes are being automated, based on the functions and utilities of the artificial technology.

In view of all the digital and technological innovation of the last 20 years, the HR sectors have become increasingly strategic. Processes have been automated, due to technologies such as *machine learning*, which makes it possible to shape the department’s functions, adapting them to an analytical basis focused on the management of the organization’s individuals. And this becomes an important practice, as currently generation Z is entering the job market, so the HR and people management departments are constantly seeking to harmonize their routines with the aim of attracting and retaining the talents of this generation. (VB MY WORLD HR, 2020).

Therefore, it is a generation that seeks to work with what it loves, and that encounters fewer difficulties when it decides to change careers. After all, it is used to constant social changes, whether in the way that work and social relations alternate, proving to be recurrent, such as changes in labor laws, leading this generation to seek growth rather than stability, something that the previous generation already had some difficulty. This generation at PUC-SP seeks more than good remuneration within an organization, it seeks opportunities for growth, recognition and autonomy in the work environment (CONTRATANET, 2016).

However, Generation Z is a generation to which young people are better able to design what they seek for their future. It is marked by the freedom to seek innovative things for yourself, by having the power to choose where to work professionally and how to work. “Young people insist on freedom of choice” Tapscott (2010, p. 95).

This generation has a propensity to not want to settle in just one company, they carry with them freedom of choice. It is important that

HR professionals take advantage of analytical actions so that they can learn more about the profile of this generation that is working in their organizations, extracting data that allows them to know them better, in addition to being able to outline strategies so that they can stay and stay there. develop. Intelligent management is required, listening to and understanding them (VB MEU MUNDO RH, 2020).

As Tapscott (2010) points out, Generation Z, which is currently maturing, is the group that will guide all other generations to prepare the world for what is to come. The digital and technological tools that are part of this generation are the great differential to guide towards a safe and favorable direction.

Entering the job market has never been an easy task and has become increasingly difficult due to the high level of requirements that organizations issue when selecting their staff.

In recent years, generation Z has been getting closer to these relationships, and they are facing challenges that they might not have expected due to the competitiveness to reach the first record in the portfolio.

Lack of experience is one of the major factors that can delay the long-awaited opportunity in the job market, but there are some skills that can be developed by this generation. The following table lists some skills that provide a competitive advantage, which were guided by different authors.

Developing these skills mentioned above can be one of the great differentials for Generation Z to enter the job market and conquer their space in the organizational world.

Organizations today need to prepare, they must rethink the means used. Traditional companies need to review their way of working and their structures, as organizations that do not make room for technology tend to

be left behind.

Large organizations have been seeking to improve the way they talk to these young people, and the insertion of technologies in their work routines is the first big step that companies must think about, after all, these changes are to recruit professionals from Generation Z, a group that born out of these great revolutions. Motivating these young people to join an organization is a great challenge, and the insertion of new technologies is fundamental to retain this group and becomes a form of motivation.

Generation Z already accesses the job market without those traditional views of the HR sector, which the previous generations had. Generation Z understands that these professionals are essential to develop human capital in addition to promoting socialization in organizational environments. A welcoming environment, with good strategies for *employer branding*, *onboarding* and actions that demonstrate that the individual is a fundamental key to the success of the company, tends to attract more and more of these young talents (VB MEU MUNDO RH, 2020).

Large organizations have been honing themselves, and are taking to their emerging practical routines that help retain talent. The use of Artificial Intelligence can ensure that these organizations reduce retention time, in addition to enabling greater inclusion of diversity. Artificial Intelligence has enabled HR professionals to save more time, allowing them to focus on other issues, while technology is able to examine profiles and applied tests. However, applying this technology is not simple, and it is up to professionals to monitor the algorithms so that biases are not reproduced (STACHEWSKI, 2021).

The use of Artificial Intelligence by organizations is a challenge that goes far beyond fads. "The exponential rise of artificial

intelligence and new digital technologies has been causing disruptions in terms of people management in different professional contexts and these professionals use software that is capable of selecting and retaining talent within organizations” (SANTOS; CRUZ. 2019).

In recruitment and selection processes, artificial intelligence has a high level of assertiveness, compiling information, analyzing the profile and allowing a more detailed analysis. This type of analysis can be performed using a Behavioral Management tool. Some types of software also help automate some paths in the recruitment and selection process, such as the use of chatbots for interviews, allowing pre-selection of candidates. Artificial intelligence can also help by reallocating employees, filtering profiles and fitting them into the correct departments, with this it is possible to increase income, employee performance and talent retention in the company. It is also possible to carry out a climate survey. Making an application, and with the correct software, the data will be crossed, an analysis will be carried out, which will allow the optimization of time, in addition to promoting activities that increase employee commitment, based on results for improvements (SOLIDES, 2020).

Applying artificial intelligence in recruitment and selection allows HR to carry out more strategic activities within companies. It also fits more into Gen Z's expectations due to their experiences with technology. A great example is that artificial intelligence enables potential candidates to approach a virtual assistant at the registration stage, to support possible doubts. Artificial intelligence is necessary for companies that aim to differentiate themselves from their competitors and to attract young talent. Social changes contribute to this growing need, so that organizations insert technology in the HR sector, so that operational services

are automated so that these professionals are focused on the human capital of companies (KENOBY, [s.d.]).

METHODOLOGICAL PROCEDURES

The research was published in several WhatsApp groups of university administration classes, for students from different semesters, morning and evening. There was also disclosure through e-mail, which the professor guiding this research sent to the students.

The data obtained were voluntary, which had as a prerequisite, being part of Generation Z and being a business student at PUC-SP.

To compose this work, 24 questions were elaborated, which aim to meet the objectives and finalize this research, understanding how Generation Z has behaved in selection processes, through new trends, especially when it involves artificial intelligence, a method that companies have been adopting to modernize its internal and external processes.

Questions 1 to 10 sought to understand the types of profiles, forms of insertion and choice of organizations. From question 11 to 22, I addressed the issue of artificial intelligence, in its various aspects. And finally, questions 23 and 24 addressed activities in times of a pandemic.

This is an exploratory research, because according to Lakatos and Marconi (2017, p. 297), an exploratory research is composed of a bibliographical survey, contact with people who have experience on the subject, allowing a greater approximation with the problem, helping in the structuring of hypotheses.

Initially, it was necessary to carry out a bibliographical research to look for sources of information, research on authors who focused on this generation so that there was greater knowledge on the subject and to elaborate the survey using a questionnaire that allowed to collect information that was analyzed in face

Flexibility	Constant innovation demands employees who are increasingly flexible and willing to accept what is new and different.
Empathy	Putting yourself in the other's shoes facilitates understanding of the situation and speeds up the solution process.
Disposition to learn	The world and, consequently, the job market are constantly changing, so it is always necessary to update yourself.
Accountability	Responsibility for errors and transparency in carrying out tasks.
Communication	Knowing how to transmit what you want and understanding what is communicated are essential to understand the organization's processes.
Adaptability	Being able to easily adapt to a constantly changing environment has become essential for the administrator.
Holistic vision	Knowing how to see the whole and the variables that influence the situation is essential for a successful leader.
See opportunities	Maintaining a posture of seeking solutions in chaotic situations is the main way to find opportunities.
Self knowledge	Understanding their aspirations, opinions, mistakes and successes makes it easier to set goals and seek ways of personal improvement, which are reflected in the daily business.
Be multitasking	This competence gained strength during the recession, with mass layoffs, and remained in the market. Knowing how to deal with different tasks makes the professional disputed in the job market.
Attention to everything that happens	This competence helps in understanding and allows the employee to position himself, in a timely manner, in relation to what is to come.
Active citizenship	Employees need to connect with social, moral and cultural issues to understand society and, consequently, their company's customers.

Table 1: Main skills valued in the labor market

Source: Elaborated based on Santos and Cruz (2019).

When a machine evaluates my data, there is no possibility of actually analyzing mine and qualifying whether they are good or not, even if outside the programmed standards.
It's complicated to think that all my data is stored and used for a purpose that I don't know.
The machine won't understand about me like a human would.
I think it's an invasion of privacy.
My personal data are evaluation method.
I rely more on the human tact of analysis.
I don't read any terms online from any page I access, I have no idea what they can do with my data.
Algorithms always follow patterns and biases; humans sometimes don't.
I feel that personal contact can make a lot of difference in hiring and understanding each person. It's not just a resume, it's what that person has to add.
Possibility of hackers, misuse of information and poorly developed artificial intelligence.
Machines do not have a sense of interpretation based on sensations and feelings, so when we evaluate people through machines, we are only evaluating numbers.
Machines are programmed to see in black and white, and reality doesn't work that way. There are several factors that must be analyzed together and artificial intelligences do not do that.

Chart 1: Discomfort with data analyzed by artificial intelligence software.

Source: Search.

of bibliographic references.

In this research, the methods of approach and procedure were used.

The method of approach was the Hypothetical-Inductive, because according to Lakatos and Marconi (2017, p. 67), a research of this type is based on a problem, and from this, answers will be sought, (conjectures, hypotheses, theories) eliminating errors.

As for the method of procedure, according to Lakatos and Marconi (2017, p. 85), the monographic method consists of a study on a specific or particular topic of sufficient representative value and which follows a rigorous methodology.

The researched universe consisted of Generation Z students of the PUC-SP administration course. The survey was answered by 108 students from `` Pontifícia Universidade Católica de São Paulo``, through the platform *Google Forms*.

The use of a questionnaire, as Lakatos and Marconi (2017, p. 322) point out, is prepared in advance for application, having a wide reach among several respondents, and may contain open and closed questions.

To analyze the primary data collected through the previously prepared questionnaire, the statistical method was used with the aid of Microsoft Excel© software for the construction of graphs and tables.

RESULTS ANALYSIS AND DISCUSSION

In the first question, I asked for the consent of the students. If the interviewee did not agree, he would automatically be disqualified from the research. If they agreed, the respondent took responsibility for the veracity of the information provided, in addition to claiming to belong to Generation Z and to be a business student at PUC-SP.

Of the 108 people, we obtained 100% positive responses, where students claim to be

within the requirements to participate in this research.

In the second question, I sought to know the age of the people voluntarily involved in this research.

38.9% of the students are between 17 and 20 years old, most of them participating in this research, totaling 42 students. 32.4% of students are between 21 and 23 years old, ranking second, and totaling 35 participating students. And finally, 28.7% are between 24 and 26 years old, totaling 31 students.

This way, we conclude that 100% of the participating students do belong to Generation Z.

In order to understand the next questions, and even how Generation Z is behaving in selection processes, I first sought to find out the current situation in the labor market. 48.1% of the students, the majority, totaling 52 students, are doing internships. 36.1% of the students, 39 people, have already gone through the internship and are currently hired, or simply, they have already entered the organization with a CLT contract. And finalizing this issue, 17 students, 15.7% of the total, are not doing internships and do not currently have a job.

In the fourth question, I tried to understand how the experience was until reaching the current vacancy, or to understand how students who, even if they are not in a current job, are seeking insertion in the market.

I provided 4 alternatives, namely:

1. Through the CGE of PUC-SP.
2. Through company advertisements on sites aimed at advertising vacancies.
3. Through disclosure on social networks by the company.
4. Others.

This last alternative was so that students could express themselves better, in case the first 3 are not in fact how they reached the

vacancy, or how they are looking for it.

The answers were as diverse as possible. Below are listed those that were the majority among the students participating in the research.

- Through company advertisements on vacancy posting sites – 50% - 54 students.
- Through company advertisements on vacancy posting sites – 18.5% - 20 students.
- Indication – 9.3% - 10 students.

Contradicting what some authors write, Generation Z at PUC-SP was more attracted to companies that offer opportunities for growth and offer a good salary and good benefits, than to companies that offer independence and autonomy and flexible hours.

Many authors have been stating that Generation Z opts for companies that offer autonomy in their work routine, and that this group of young people tend not to remain for a long time in a single organization, precisely because they are restless, and like to be in constant change.

47.2% of the participants, totaling 51 students, are looking for growth opportunities. 33.3% of the participants, totaling 36 students, prefer a good salary and good benefits. 16.7% of the participants, totaling 18 students, seek independence and autonomy in their routine. And finally, 2.8%, with only 3 students prioritizing flexible hours.

In question 6, 4 options were made available to students. They had the opportunity to make their scores, with grades from 1 to 5, with the grade ranging from 1 for not very important to 5 for extremely important.

Students showed that yes, support and praise are important and that they value their permanence within organizations.

More than half of the students showed interest in training to improve themselves and

be developing in their functions.

As for the use of Smartphones in the work environment, the participants were quite divided, with the score 3 being the majority, demonstrating that Generation Z is in doubt as to their use during working hours.

With regard to unrestricted internet access during working hours, this group of young people were in favor, with more than half of the scores equal to or above 3 points.

Issues such as the use of smartphones and unrestricted internet access are widely discussed among authors when referring to Generation Z, as they are digital natives and are more connected to technology than any other generation.

One of the most important questions I created with the intention of understanding how this group of young people look for companies. The results themselves were quite mixed.

44.4% of the participants, totaling 48 students, aim for companies that have a name and credibility in the market. 29.6% of the participants, totaling 32 students, look for companies that have a well-defined career plan. 15.7% of the participants, totaling 17 students, go after companies with higher salaries. And finally, 10.2% of the participants, totaling 11 students, do not make choices, they enter companies that have vacancies available at the moment.

This last alternative says a lot about the current moment we are going through, given all the crisis that the country has been going through as a result of the Covid-19 virus. At a time when the unemployment rate is at 14.7%, according to data from the Continuous National Household Sample Survey (Continuous PNAD), released on June 30, 2021 by the Brazilian Institute of Geography and Statistics (IBGE). Not choosing too much can be a good alternative to not being unemployed for a long time.

In the next topic discussed, the results obtained correspond very much to what the authors say about Generation Z in their published articles, where they state that this group of young people tend not to settle down and are always changing companies in search of something more attractive (51.9% of the participants, totaling 56 students).

However, the number of young people who seek to remain in a given company and make a career there was also high (48.1% of participants, totaling 52 students), demonstrating that growing professionally within an organization is something that this group values a lot.

Next, I tried to understand how each of the 108 students recognize themselves as professionals, providing profile options that we already know.

It is an important issue, since Human Resources professionals tend to pay close attention to these characteristics in order to make a hiring based on the organization's principles. For the most part, these types of profiles are analyzed by professionals in the selection processes through gamification.

This does not mean that after being hired, professionals will no longer be observed. For this reason, the question was created, to understand how the participants are in fact on a daily basis, and not only when they are participating in games in selection processes, since there may be a purposeful divergence, so that their profile is attractive to the that a company would like to have on its staff.

The data collected were:

- Planner – 31.5% of participants, 34 students.
- Communicator – 13.9% of participants, 15 students.
- Executor – 13.9% of participants, 15 students.
- Analyst – 19.4% of participants, 21

students.

- Procrastinator – 1.9% of participants, 2 students.
- Explosive – 2.8% of participants, 3 students.
- Competitive – 16.7% of participants, 18 students.

I sought to address the issue of artificial intelligence in selection processes. The objective was to measure the degree of confidence that students have with their data being analyzed by machines during the selection process, which is a method that organizations have used to reduce time throughout the process.

Of the interviewees, 61.1% of the participants, totaling 66 students, are confident about this practice, while 38.9% of the participants, 42 of whom are students, are insecure, dissatisfied and still not very adept at this new form of selection.

For those who demonstrated that they felt uncomfortable with the use of artificial intelligence in selection processes, a mandatory open question was created. The aim here was to understand what causes insecurity about your data being analyzed by machines in the selection processes.

This question made it possible to create a table with the data obtained. Among the 42 answers collected here, some were repeated, therefore, all duplicated content was removed, being unified.

In the next question, I tried to understand what Generation Z think about online reasoning tests, if they believe that they are effective and that they can help Human Resources professionals to make the best decisions.

Surprisingly, 69.4% of the participants, totaling 75 students, are not in favor of these tests, pointing out the fact that they are

dated and that they are not able to define the excellence of a candidate.

On the other hand, 30.6% of the participants, totaling 33 students, are in favor of these tests, believing that they are capable of defining the most suitable candidates for a given vacancy.

An interesting factor is that several organizations usually apply the same tests, so a young person participating in several selection processes in different companies ends up repeating the same things countless times, and not always the results are the best, this causes the degree of confidence decrease in relation to this practice, which instead of adding, has become repetitive, dated.

Companies have been seeking to hire profiles that are the same or similar to the principles of the organization. Therefore, it is very common in selection processes to go through the behavioral tests and assessment of *soft skills* (behavioral skills).

Here, 77.8% of the participants, totaling 84 participants, believe in the importance of these tests and assessments. Already 22.2% of the participants, totaling 24 students, affirm that these tests and evaluations can be fraud, where the participant can mark any option that does not correspond to his profile, but rather, go against what the company wants to occupy a vacancy within the organization.

Even though it is possible to omit the facts, the vast majority of students, 88% (95 students) claim to be true and always point out the truth, regardless of the result. While only 12% (13 students) omit information to benefit from the selection process.

Small, medium and large organizations that are modernizing their selection processes, have included *Chatbot* as a form of experience for the candidate, and even for themselves, in order to reduce time answering questions, as these software are already capable of doing so.

However, of the 108 students, 57 of them

(52.8%) have not yet had this experience, while 51 students (47.2%) have already had this experience of exchanging messages.

There are people who still defend relations with the recruiter via calls or e-mail, completely outside of artificial intelligence technologies, such as the *Chatbot*, as they believe it to be a real and more humanized form of communication.

50 students (46.3%) believe that the *Chatbot* does help, but only to a certain extent. Surprisingly, 46 students (42.6%) did not have this interaction. And 12 students (11.1%) had positive experiences with this software.

We can conclude that this method is still not so present in selection processes, with a still slow adherence by organizations.

Gamification, in Portuguese, gamification, is a stage of games that organizations have used in selection processes to choose candidates.

Of the 108 participants, 60 students (55.6%) support this practice, believing that more and more companies must adopt and include it in their selection processes, while 48 students (44.4%) are against this practice, believing that do not add your choice.

An interesting point is how much gamification can generate engagement for an organization. Once this practice is adopted, younger people can be attracted, as it mirrors an image of a modern and innovative company.

And the results obtained here prove it. 67 students (62%) believe that this practice increases the company's engagement, while 41 students (38%) believe it makes no difference, not actually adding to the organization in attracting Generation Z.

Next, I decided to address the "Blind Selection". In Brazil, we already have cases of companies that have included this new modality, and it has been a real success in

attracting more candidates. This is the case of Oracle, which in 2019 decided to innovate in selection processes, adopting this type of selection.

This innovation became known as blind interviews precisely through technological solutions and artificial intelligence in its implementation. Through a platform, the candidate introduces himself, and the person responsible for the selection listens to him talking about his experiences, skills, but with a modified voice, blurred image, making it not possible to know gender, color, anything that could interfere with the choice on the part of the person in charge.

The results obtained are not surprising. As it is a new practice that is still gaining market share, it is common for young people not to have participated yet. 78 students (72.2%) have not yet participated in selection processes with this new modality, while 30 students (27.8%) claim to have already had this experience.

Innovative processes like this tend to draw the attention of more candidates engaging the organization's name.

And that's exactly what we concluded with this question, where 87 students (80.6%) believe in the engagement that blind selection can provide for companies, while 21 students (19.4%) think the opposite.

With the blind selection, the main objective is inclusion, promoting the promotion of classes that have historically been excluded from opportunities, such as the black, black and brown population and the LGBTQIA+ public.

Even though it is the majority of the population when it comes to black, black and brown people, entering the job market in large corporations still ends up being a giant obstacle, not least because there are several prerequisites, such as English, for example, which shows a range of privileges.

This way, organizations that adopt blind

selection have been working to promote inclusion in a way that skills and behavioral profiles meet the regulations required for vacancies, without first considering issues such as university, second language, location, color, participant's sexuality and gender.

Therefore, companies innovate in the sense of inclusion, and with that they present new resource techniques to the market in order to improve the processes of selection of new talents.

However, an important question still remains: Obviously, in a blind interview, people who had a quality education and a better professional profile preparation will do better, so there is a doubt, will this selection process actually is it inclusive?

And that was precisely what I decided to address in this issue, where 75 students (69.4%) believe that this process is indeed inclusive, and tends to give opportunities to all groups of people. On the other hand, 33 students (30.6%) believe that it could indeed be a worrying factor, excluding classes of people who must be included in the market.

How far can artificial intelligence go? To what extent is it able to replace the human factor?

With this question, 71 students (65.7%) do not believe that artificial intelligence will 100% replace the human role in recruitment and selection processes.

On the other hand, 37 students (34.3%) already believe in this possibility, that artificial intelligence can replace human capital in these selections.

In the final stretch of the questionnaire, I decided to understand how these young people are acting in times of a pandemic.

The results obtained were:

- Home Office – 63% of participants (68 students).
- Classroom – 22.2% of participants (24 students).

- Not currently working – 14.8% of participants (16 participants).

To conclude this research, in addition to understanding how these young people are acting during the pandemic, I also decided to address what they think about the ways of acting, since companies had to reinvent themselves, to continue their active operations. And one of the forms of reinvention was precisely the practice of the home office, which aims to keep the employee in case, reducing the cases of virus proliferation.

Of the 108 students, 74 (68.5%) believe that companies must continue to work from home, but not entirely. some days of the week at home, and others at work. 21 students (19.4%) believe that companies must fully adopt the remote mode, as it is a practice that has worked well in the company where they operate. And 13 students (12%) believe that activities must return fully in person, as this way the service flows better.

CONCLUSIONS

The central objectives of this research were achieved thanks to the research method adopted, through the question and answer questionnaire created on the *Google Forms* platform. The main objective was to outline the profile of generation Z of PUC-SP students in terms of skills to be inserted in modern people management practices in organizations.

With the data generated from the survey, it was possible to verify that more than 80% of the students are already entering the labor market, either as an intern or via the CLT contract – Consolidation of Labor Laws.

A particularity among the responses was that all of them had standard experiences for joining a company, by looking for vacancies, through advertisements posted on websites or social networks, or even forms of third-party referrals, and disclosures in groups. of WhatsApp of the classes or specific vacancies

directed to the public university.

With regard to the profile analysis, for 47.2% of the young university students who responded to the survey focus on the opportunity for growth within the company, on the other hand, about 33.3% state that in addition to growth, a good salary and benefits as well as flexible hours.

Based on the *Google Forms* survey, PUC-SP students who answered the questionnaire are usually interested in companies with a name and credibility in the market, thus, they adhere to them, even when they do not offer good remuneration proposals. The minimal possibility of a career plan makes the vacancy much more attractive, given that in the long term, it will be a more assertive decision to enter.

For the majority of students who responded to the survey, there is a factor that is still not well digested in the face of a selection process, which is artificial intelligence as a mediator and being a factor of elimination in the processes, in addition, there is a certain distrust with personal data made available to technology, after all, there are several platforms that adhere to this technology as a method of filtering the suitable candidate for a given vacancy.

The use of artificial intelligence is increasingly present in the Human Resources area, its frequency is more explicit in selection processes, in order to obtain the maximization of resources, time and greater assertiveness with regard to the candidate's profile.

The artificial intelligence was developed through a computerized program with the objective of facilitating the recruiter's work with optimization of time, performance and, therefore, with a high degree of assertiveness to adapt the candidate to the prerequisites of the advertised vacancy.

This way, for about 61.1% of the candidates who answered this survey, they

feel comfortable being evaluated by machine through a technology for selecting suitable profiles to advance to the next stages in the selection process. Already 38.9% of students do not feel comfortable with this form of evaluation, as mentioned above, in addition to concern about their personal data, there is dissatisfaction with the evaluation form of the platform, which is often not fair.

The reasons for discomfort are that basically the machine will not really understand all the candidate's skills, after all, the mapping of intelligence is given through the information entered by the candidate, that is, through key words that the technology understands that, given candidate that position is suitable.

Another preponderant point is the lack of confidence in the face of online tests, which require reasoning during the recruitment and selection process. Students believe that they do not contribute positively to the decision to choose the best candidate, as it does not define the capacity that the candidate would have.

Companies and organizations, aware of these concerns, created the humanized recruitment model in order to further improve the sector's relationship with candidates.

A well-liked solution for about 80.6% would be blind selection, where candidates introduce themselves, talking about their experiences and experiences to the recruiter, who does not have access to image or voice, using blurring and voice modification, making the choice exclusively based on what was said by the candidate, that is, based on their professional and academic experiences.

Despite being a little used form, most of the students who answered the questionnaire would like to have this experience, of which the vast majority believe that this method is more effective and brings good results by engaging more people to participate in the selection process.

Therefore, it can be concluded that

generation Z, who were born connected, are fully immersed in the technological environment, however a part of them still feel more comfortable in carrying out selection processes face to face with the recruiter, or without the need for data filtering. However, most of these young people are in favor of implementing methods such as *gamification* and behavioral testing and assessment of *soft skills*, as they believe that it directly interferes with the profile of modernity and engagement, giving visibility to organizations.

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