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CHALLENGES FOR FUTURE ORGANIZATIONS – THE PERSPECTIVE OF GENERATION Z IN POLAND

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Purpose: This paper explores the main challenges future organizations must face from the perspective of Generation Z in Poland. Generation Z—entering the workforce with strong digital skills and distinct values—is key in shaping the future of work. While interest in the future of organizations is growing, studies focusing specifically on Gen Z's views remain limited. Understanding their perspective is essential for adapting management strategies and building future-ready organizations. This study identifies which technological, economic, and social challenges Gen Z finds most important and whether gender or employment status influences these perceptions.
Design/methodology/approach: The study uses a quantitative method based on an online survey of Polish Gen Z respondents, including both students and those combining study and work. The questionnaire included closed and scaled questions to assess the perceived importance of various organizational issues. The research is grounded in literature on Industry 4.0, generational theory, and HR management. Statistical tools (Mann-Whitney U and Kruskal-Wallis tests) were used to examine gender and employment-based differences.
Findings: Generation Z views technological issues—especially Industry 4.0, cybersecurity, and automation—as top priorities. Ethical use of technology and sustainability were also rated highly, particularly by women. Social issues like mental health and workplace flexibility were moderately important and showed strong interdependence. Gender differences were statistically significant in nine areas, employment status had no significant impact.
Research limitations/implications: The sample was limited to Polish respondents, mostly students, reducing generalizability. The cross-sectional design captures only one point in time. Future research should expand to other cultures and include qualitative methods.
Practical implications: Organizations must integrate technology with ethics, flexibility, and inclusivity to meet Gen Z's expectations. The results offer guidance for HR, leadership, and policymaking.
Social implications: The study shows that the younger generation has growing expectations regarding the role of organizations in society. The findings may support the development of policies related to labor law, employment standards, and vocational education.
Originality/value: This study offers rare, data-driven insight into Gen Z's organizational expectations and highlights meaningful gender-based differences.
Keywords: Generation Z, future of work, organizational challenges, Industry 4.0, workplace expectations.
Category of the paper: Research paper.

1. Introduction

The development and functioning of organizations in a rapidly changing and complex environment requires not only flexibility and innovation, but above all, the ability to effectively respond to challenges and adapt to shifting market and social conditions. Organizational stability depends on the capacity to anticipate and react to new threats as well as opportunities for growth (PN-ISO 22316:2017). Contemporary organizations operate within a knowledge-based economy that relies heavily on the use of advanced digital technologies, automation, robotics, and systems integration to optimize processes and improve operational efficiency (Wieczorek, 2018, pp. 89-91). To function effectively, organizations must not only invest in new technologies but also cultivate an organizational culture that fosters creativity, collaboration, and innovation (Sorel, 2023). It is essential to develop competencies in knowledge, information, and data management, which enable rational and informed decision-making under conditions of uncertainty and risk.

In this context, the perspective of the young generation—particularly Generation Z—gains special significance, as they increasingly enter the labor market. This generation, raised in a digital environment, is characterized by high technological awareness, a strong orientation toward social values, a desire for flexibility and authenticity in the workplace, and expectations regarding work-life balance (Ławińska, Korombel, 2023, p. 13). Their perception of organizational challenges may differ significantly from that of previous generations, making it vital to understand their views in order to prepare organizations for future transformations.

Previous research has primarily focused on analyzing technological trends, organizational strategies, and employee expectations from the perspective of management or older generations (Yamim, Mai, Joerling, 2024, pp. 27-49; Anshul, Pathak, 2017, pp. 62-70; Chopra, Bhilare, 2020, pp. 1-17). According to available sources, there is a lack of empirical studies that comprehensively examine which challenges Generation Z considers most important for future organizations and how their perspective differs from that of earlier generations. The research gap lies in the absence of this group's input in the discussion on the future challenges facing organizations.

The aim of this article is to identify the key challenges that, according to Generation Z, contemporary and future organizations must address. The study attempts to answer the research question: What challenges, according to Generation Z, must future organizations face?

The analysis seeks to verify the following research hypotheses:

1. The development of technology and digitization, employee well-being, work flexibility, and sustainable development are key challenges for future organizations.
2. There are significant differences between women and men in their perceptions of these challenges.

3. Individuals who combine studies with employment assign greater importance to challenges directly related to organizational functioning—such as technology integration, the need for flexible forms of employment, or the management of diverse teams.

The relevance of this study lies in its practical character and the timeliness of the topic. Understanding the expectations of the younger generation enables organizations to better prepare for forthcoming changes in work culture, employment structures, and management models.

The article consists of five sections. Following the introduction, the literature review presents the current state of knowledge regarding how organizations function in a dynamic environment. Next, the research methodology is described, followed by the presentation of results and their interpretation in reference to the literature. The article concludes with a summary including conclusions, limitations, and practical implications of the findings.

2. Literature Review

Modern organizations operate in a dynamically changing and unpredictable environment, which forces them to continuously improve their competencies and maintain readiness to respond to emerging challenges. Only those organizations that are capable of rapid adaptation, effective change management, and integrated use of knowledge and technology resources have a chance for lasting success and sustained competitiveness. As early as the 1990s, Jones emphasized that the organization of the future should be understood as an organization in motion—dynamic, flexible, and proactive, capable of initiating change rather than merely responding to it (Jones, 1994). This vision is based on the belief that organizational success in conditions of complexity and uncertainty stems from the ability to learn quickly and transform organizationally.

Grudzewski, Hejduk, Sankowska, and Wańtuchowicz highlight that a key factor in competitive advantage is the ability to effectively manage change and organizational flexibility, which enables efficient adaptation to environmental turbulence (Grudzewski et al., 2010). In this view, the organization of the future is an open system, oriented toward the external environment, capable of integrating processes, inter-organizational collaboration, and self-improvement. As Brzeziński notes, it should be characterized by the capacity for organizational learning, which supports operational flexibility and strategic adaptation (Brzeziński, 2014).

In the era of digitization and the development of the so-called knowledge economy, the role of the human being in the organization of the future does not diminish—on the contrary, it takes on new significance. Sudoł points out that it is the human—acting as a decision-maker, innovator, and source of added value—who plays a key role in organizational transformation

processes (Sudoł, 2013). Therefore, the organization of the future should not be identified solely with technology, but rather with a properly integrated system in which the knowledge, skills, and competencies of employees are a strategic resource.

Operating in an increasingly complex and globalized environment requires future organizations to develop the capacity to act under uncertainty and risk. As Wenzel, Krämer, Koch, and Reckwitz suggest, modern organizations must be able to shape reality through knowledge integration, operational flexibility, and a focus on stakeholder satisfaction (Wenzel et al., 2020). This implies not only a customer-centric approach but also social and environmental responsibility, sustainable development, and the creation of long-term value. Weber emphasizes that the organization of the future should function as a responsible organization—capable of simultaneously generating economic, social, and environmental value (Weber, 2023).

The concept of the organization of the future is closely linked to the implementation of Industry 4.0, which symbolizes the fourth industrial revolution. Its foundation lies in advanced digital technologies—such as artificial intelligence (AI), the Internet of Things (IoT), Big Data, cyber-physical systems, 3D printing, digital twins, blockchain, virtual and augmented reality (VR/AR), cloud computing, and automation tools (Iwański, 2017; Kiraga, 2016). The use of these technologies not only optimizes processes but also enables better data analysis, product personalization, increased production flexibility, and faster response to market needs (Kayikci, 2018; Klasa, 2024).

The development of digital technologies inevitably brings challenges in the area of security. With increasing digitization comes a growing number of cyber threats that can destabilize organizational operations. This necessitates the development of new digital competencies among employees, including skills in threat identification, data protection, and countering phenomena such as phishing and malware (Avdibasic, Amanzholova, Durakovic, 2022). In the organization of the future, cybersecurity becomes an integral part of the operational strategy, alongside digital resilience and preparedness for disruption (PN-ISO 22316:2017).

One of the main tasks facing future organizations is also the development of employee competencies. The need for interdisciplinary teams that are multitasking, creative, and open to change is essential in building competitive advantage (Grudzewski et al., 2010). Learning at both the individual and team levels, the development of adaptive leadership, and the cultivation of an innovation-driven culture are key determinants of organizational success in the context of digital and social transformation. It is worth emphasizing that the organization of the future must be oriented not only toward internal processes and interests but also toward external needs—those of customers, local communities, and the environment. As noted by Murray et al. and the authors of the MIT Sloan Management Review report, the ability to integrate environmental, social, and economic goals is becoming a condition for organizational sustainability and long-term development (Murray et al., 2017; Kiron et al., 2017).

Taking all the above into account, the organization of the future is a learning, innovative, agile, human- and values-oriented system, capable of integrating advanced technologies and demonstrating social responsibility. Such an organization must be prepared for continuous improvement, the building of relational networks and inter-organizational collaboration, as well as the effective management of information and cybersecurity. This requires not only investments in technology but above all—in people, their development, and an organizational culture that fosters adaptability, creativity, and engagement. In the context of Industry 4.0 and growing environmental and social pressures, future organizations can no longer be merely efficient—they must above all be resilient, responsible, and committed to sustainable development.

3. Methods

In order to understand the challenges that will shape the functioning of organizations over the next ten years from the perspective of Generation Z in Poland, a quantitative study was conducted using an online survey. The aim was not only to identify the most important challenges, but also to determine how crucial different areas of transformation are to organizational success according to young people entering the labor market. Generation Z, which includes individuals born after 1995, is increasingly active in professional and social life, and its expectations, values, and perception of organizations differ significantly from those of previous generations. Therefore, gaining insight into the opinions of this group was considered particularly important for shaping the development strategies of modern organizations.

A quantitative study was conducted using an online questionnaire as the primary research tool. The survey was created using the Google Forms platform, which enabled broad outreach to respondents and facilitated convenient data collection.

The study was carried out between October and December 2024. It involved 310 respondents selected through purposive sampling. The inclusion criteria were: belonging to Generation Z and having the status of a student or graduate of an economics-related field of study at a higher education institution in Poland. The sample was non-stratified, meaning that the results cannot be fully generalized to the entire Generation Z population in Poland. The sample included only individuals with a specific educational background or those currently studying within broadly defined economic sciences, who were also educationally and/or professionally active. Nevertheless, this group represents a relevant segment of the young, educated generation with a distinct interest in organizational functioning and a theoretical foundation for its critical evaluation.

In terms of demographic structure, the study included 153 men and 153 women, while 4 individuals did not declare their gender. Regarding professional and educational status, 109 individuals (35.2%) were non-working students, 194 individuals (62.6%) combined work and study, and 7 individuals (2.2%) were exclusively professionally active. Due to the small size of the latter group, it was analytically combined with the category of working and studying individuals to obtain more consistent and statistically stable results.

The survey consisted of two main questions. The first question concerned identifying the greatest challenges that, according to the respondents, organizations will face in the next ten years. Respondents could select up to ten challenges from a list of eighteen. The second question involved assessing the importance of each challenge using a five-point Likert scale, where 1 indicated "low importance" and 5 represented "critical importance" for organizational success.

To analyze the data, the arithmetic mean was used to determine the average importance ratings of the challenges, and the coefficient of variation was applied to indicate the degree of rating dispersion. To examine differences between groups, the Mann-Whitney U test was used to compare the responses of men and women, and the Kruskal-Wallis test was applied to assess differences based on professional-educational status.

The applied research method, utilizing an online questionnaire and appropriate statistical tools, allowed for the collection of data on the perception of key organizational challenges from the perspective of Generation Z in Poland.

4. Research Results

The aggregate results of the responses are presented in Table 1 and Table 2, with distinctions based on gender and educational-professional activity. The results made it possible to identify the most critical areas that, in the opinion of Generation Z, will have a decisive impact on the future of organizations.

Table 1.
Challenges for Organizations – Respondents' Opinions

Specification	T	F	M	S	E+S
Automation and robotization of work	68,71%	63,40%	73,86%	59,63%	73,63%
Rapid development of Industry 4.0 technologies	67,10%	66,67%	66,67%	66,06%	67,66%
Cybersecurity	50,00%	47,71%	52,29%	49,54%	50,25%
Changes in employee expectations regarding work flexibility	46,13%	49,02%	43,14%	41,28%	48,76%
Climate change and sustainable development	45,81%	45,75%	46,41%	44,04%	46,77%
Demographic shifts and aging populations	40,97%	42,48%	39,87%	42,20%	40,30%
Maintaining work-life balance	39,35%	37,91%	39,87%	34,86%	41,79%
Growing importance of employee mental well-being	38,06%	39,22%	37,25%	39,45%	37,31%
Economic crises and market instability	33,55%	33,99%	33,99%	37,61%	31,34%
Ethics in the use of technology (e.g., AI, big data)	32,26%	33,33%	31,37%	32,11%	32,34%

Cont. table 1.

Integration of new technologies with existing systems	32,26%	30,07%	34,64%	29,36%	33,83%
Increasing customer expectations for product/service personalization	30,32%	30,72%	29,41%	26,61%	32,34%
Globalization and managing international teams	29,35%	31,37%	28,10%	33,94%	26,87%
Increasing diversity and inclusion in workplaces	23,87%	21,57%	25,49%	20,18%	25,87%
Changes in laws and regulations	23,55%	19,61%	27,45%	25,69%	22,39%
Challenges related to access to skilled labor	20,32%	15,69%	24,18%	18,35%	21,39%
Changes in business models	11,61%	7,84%	15,03%	14,68%	9,95%
Inter-organizational cooperation and partnerships	10,97%	9,15%	13,07%	11,01%	10,95%
Legend: F – Female, M – Male, T – Total, S – Students only, E+S – Employed and studying.					

Source: Own elaboration based on survey research.

Table 1 presents the percentage share of respondents who identified specific challenges as significant for the future functioning of organizations. The most frequently selected challenge was automation and robotization of work, indicated by 68.71% of all participants. Among this group, 73.86% were men, 63.40% women, 59.63% were non-working students, and 73.63% were individuals combining work and study.

The second most frequently chosen challenge was the rapid development of Industry 4.0 technologies, selected by 67.10% of respondents. Responses for this item were relatively uniform across all subgroups. The third most frequently mentioned issue was cybersecurity, indicated by 50.00% of participants, including 52.29% of men, 47.71% of women, 49.54% of students, and 50.25% of those working and studying simultaneously.

Other challenges pointed out by the respondents included changing employee expectations regarding work flexibility (46.13%) and climate change and sustainable development (45.81%). These were followed by demographic shifts and an aging society (40.97%), maintaining work-life balance (39.35%), and the growing importance of employees' mental well-being (38.06%). Additional challenges cited were economic crises and market instability (33.55%), ethics in the use of technology (32.26%), integration of new technologies with existing systems (32.26%), and increasing customer expectations for personalized products and services (30.32%).

The least frequently identified challenges were changes in legal regulations (23.55%), difficulties in accessing a skilled workforce (20.32%), changes in business models (11.61%), and inter-organizational cooperation and partnerships (10.97%).

To deepen the understanding of how Generation Z perceives the future of organizations, respondents were also asked to assess the importance of each of these challenges for organizational success. The results, presented in Table 2, include the arithmetic means of the ratings, broken down by gender and educational-professional activity, as well as the coefficients of variation, which indicate the level of response dispersion.

Table 2.
Perception of Challenges Determining Organizational Success

Specification	Arithmetic Mean					Coefficient of Variation (%)					Mann-Whitney U Test (p<0.05) Female vs. Male	Kruskal-Wallis Test Student vs. Working Student
	T	F	M	S	E+S	T	F	M	S	E+S		
Automation and robotization of work	4,17	4,17	4,18	4,15	4,18	23,63	24,73	22,31	21,46	21,30	0,745	0,5188
Rapid development of Industry 4.0 technologies	3,70	3,9	3,52	3,7	3,71	27,88	25,84	28,98	29,77	29,69	0,00054	0,8389
Cybersecurity	3,65	3,77	3,53	3,61	3,67	26,59	25,36	27,58	27,19	26,74	0,0199	0,7068
Changes in employee expectations regarding work flexibility	3,83	3,97	3,69	3,82	3,84	26,06	25,18	26,46	26,93	26,79	0,00528	0,804
Climate change and sustainable development	4,36	4,38	4,35	4,39	4,35	21,67	21,12	21,98	19,61	19,79	0,494	0,5585
Demographic shifts and aging populations	4,20	4,25	4,15	4,27	4,16	22,71	21,97	23,25	21,05	21,61	0,337	0,5553
Maintaining work-life balance	3,46	3,73	3,21	3,42	3,49	30,10	25,22	33,65	30,64	30,02	0,0011	0,7936
Growing importance of employee mental well-being	3,83	3,97	3,71	3,77	3,86	25,55	24,76	25,66	25,43	24,84	0,0007	0,4508
Economic crises and market instability	3,78	4,00	3,57	3,87	3,73	29,46	27,21	30,78	30,06	31,19	0,0154	0,345
Ethics in the use of technology (e.g., AI, big data)	3,72	3,82	3,63	3,67	3,75	27,89	27,05	28,42	29,91	29,27	0,00023	0,3271
Integration of new technologies with existing systems	3,70	3,78	3,62	3,71	3,69	26,61	26,49	26,51	28,25	28,40	0,0061	0,709
Increasing customer expectations for product/ service personalization	3,66	3,69	3,62	3,63	3,67	27,09	27,68	26,32	26,68	26,39	0,0006	0,638
Globalization and managing international teams	3,71	3,82	3,61	3,61	3,76	27,70	26,59	28,64	29,42	28,25	0,5247	0,498

Cont. table 2.

Increasing diversity and inclusion in workplaces	3,95	3,90	3,99	3,96	3,94	24,58	27,08	22,08	26,15	26,29	0,1897	0,3402
Changes in laws and regulations	3,59	3,71	3,48	3,59	3,6	26,55	26,93	25,98	26,05	25,97	0,0042	0,2382
Challenges related to access to skilled labor	3,53	3,62	3,43	3,53	3,53	27,22	26,51	27,53	27,95	27,95	0,0001	0,5987
Changes in business models	3,94	4,03	3,84	3,91	3,95	25,70	24,55	26,96	26,40	26,13	0,0793	0,933
Inter-organizational cooperation and partnerships	4,01	4,09	3,92	3,96	4,03	24,32	23,19	25,50	24,52	24,10	0,1039	0,7784
Legend: F – Female, M – Male, T – Total, S – Students only, E+S – Employed and studying.												

Source: Own elaboration based on survey research.

The highest average ratings were given to challenges related to the rapid development of Industry 4.0 technologies (mean score: 4.36), cybersecurity (4.20), and automation and robotization of work (4.17). The remaining challenges received average scores ranging from 2.58 to 3.88, indicating a diversity in the perceived importance of these issues.

In the gender-based analysis, it was observed that women, compared to men, rated slightly higher the importance of challenges such as ethics in technology use, increasing diversity and inclusion, and access to a skilled workforce. Men, on the other hand, gave higher ratings to challenges related to automation, integration of new technologies, changes in business models, and globalization. The coefficients of variation for most challenges indicated a moderate consistency of ratings in both groups.

The analysis by educational and occupational status (students only vs. those combining study and work) did not show significant differences in the average importance ratings of specific challenges. The coefficients of variation in these groups indicated a similar variability in responses.

To verify the statistical significance of differences in ratings, the Mann-Whitney U test was applied for gender comparisons and the Kruskal-Wallis test for comparisons between groups with different educational and occupational statuses. The Mann-Whitney U test revealed statistically significant differences ($p < 0.05$) in nine of the analyzed challenges between women and men. Conversely, the Kruskal-Wallis test did not show statistically significant differences in the assessment of challenges between students and working students.

The presented data illustrate a diverse approach to the importance of specific challenges, both within the entire study sample and across gender and educational/professional status divisions. Challenges related to technology and its development received higher average ratings and showed lower variability in responses, while social and organizational challenges were characterized by greater variability in ratings.

5. Discussion of Research Findings

To understand the challenges faced by modern organizations, it is essential to relate the obtained research results to the theoretical context and current socio-economic trends. The results clearly indicate the key role of technological transformation and the necessity of adapting to a dynamically changing environment. Respondents particularly emphasized the importance of automation, robotization, and the development of Industry 4.0 technologies as priority challenges in the coming decade. The convergence of these opinions with the literature confirms that the future of organizations will be determined by their ability to implement technological innovations and integrate digital solutions with existing systems (Sneader, Singhal, 2020; World Economic Forum, 2023).

Similarly, Hamel and Zanini stress that the future will belong to organizations that not only implement new technologies effectively but also create agile management structures and a culture of innovation around them (Hamel, Zanini, 2020). The emphasis on challenges related to cybersecurity and the need to develop digital competencies among employees points to a growing awareness of the risks arising from digital transformation. The literature highlights that not only the implementation of new technologies but also data and IT system security are essential for the sustainable development of organizations (Adamska, 2023; Bakhtari et al., 2020). In this context, strategic investment in infrastructure and security becomes indispensable, as confirmed by earlier studies (Michałowski et al., 2018).

The research also identified important social challenges such as changing employee expectations, the increasing importance of mental well-being, and the need to maintain work-life balance. These results confirm observations in the literature that the organization of the future must become increasingly human-centered, supporting personal development and building inclusive and sustainable work environments (Fisk, 2021; Karwacka et al., 2020). This is partially reflected in recent amendments to the Labor Code (e.g., Articles 6718-6734 on remote work), but also highlights the need for further clarification of regulations related to mental health and the creation of mechanisms for genuine employee co-decision-making (Sejm of the Republic of Poland, 1974). These elements are now considered key pillars of success alongside traditional operational efficiency indicators.

When analyzing ecological and climate challenges, respondents acknowledged their importance, albeit less intensively than technological issues. Nevertheless, the literature clearly emphasizes the growing significance of sustainable development as a determinant of long-term organizational success (Saruchera, 2025; Setyadi et al., 2025). It becomes necessary, therefore, to include environmental aspects in management strategies, which requires not only operational changes but also cultural and value shifts.

It is worth emphasizing that an effective response to the identified challenges requires a change in the management approach—organizations should strive for greater flexibility, flatter structures, and decentralization of decision-making, which promotes adaptability and creativity (Hamel, Zanini, 2020). Actions to strengthen employee competencies are necessary, both in technological and interpersonal areas, as only full utilization of human potential enables effective implementation of modern tools and work models (Bonekamp, Sure, 2015; Büth et al., 2017).

The study results also revealed the significance of demographic issues and the multigenerational nature of teams. The literature suggests that organizations should develop competencies that foster intercultural and intergenerational dialogue and build a culture based on collaboration and mutual respect (Fisk, 2021). Diversity becomes a strategic asset—provided the organization can effectively manage it.

It is also important to note that despite high awareness of the importance of technology, organizations may still encounter barriers to innovation, such as high costs, lack of infrastructure, employee resistance, or insufficient leadership competencies (Senna et al., 2022; Küsters et al., 2017). This confirms the notion that organizational development requires not only access to modern technologies but also effective change management, leadership engagement, and support from business environment institutions.

The findings align with prevailing trends in the literature, pointing to the need for parallel technological, organizational, and social development. Only an integrated approach—encompassing investment in people, technology, and sustainability—will allow organizations to effectively respond to future challenges and maintain a competitive advantage in a changing environment.

The study results can also be interpreted in the context of well-established theoretical frameworks. According to Maslow's hierarchy of needs, belonging, esteem, and self-actualization play a crucial role in human motivation—all of which are reflected in the responses from Generation Z participants, who highlighted the importance of mental well-being, work-life balance, and inclusiveness in the workplace (Dąbrowski, 2024, pp. 57-78). This shows that young people expect organizations not only to meet basic needs (such as job stability) but above all to create conditions for personal and social development.

The findings can also be situated within Hofstede's model of cultural dimensions, particularly regarding low power distance and high individualism—characteristics typical of the younger generation in Poland. A significant proportion of respondents emphasized the need for work flexibility (46.13%) and work-life balance (39.35%), reflecting growing expectations for autonomy, self-realization, and participation in management. These results correspond with a low acceptance of rigid hierarchical structures and a preference for more participatory organizational models. According to Hofstede's model, such attitudes are typical of low power distance cultures, where employees expect equal treatment, freedom of action, and influence over decisions. The high level of individualism is also evident in the strong emphasis on mental

well-being (38.06%) and personalized working conditions, suggesting that young employees want to be seen as individuals, not just as parts of the organizational structure. These cultural factors are crucial when designing modern management models in which creating work environments responsive to individual needs and supporting employee autonomy becomes key (Wziątek-Staśko, 2019, pp. 87-90).

Based on the conducted statistical analyses, it can be concluded that the hypothesis regarding Generation Z's priorities in the context of future organizational challenges is confirmed by the results. Respondents most frequently pointed to issues related to technological transformation—such as automation and robotization of work, rapid development of Industry 4.0 technologies, and cybersecurity. At the same time, social and cultural aspects—such as employee mental well-being, work flexibility, work-life balance, and sustainable development—ranked high among the challenges. This indicates a complex approach by young people to the future of organizations, combining technological sensitivity with social awareness.

Regarding gender differences, the Mann-Whitney U test showed statistical significance ($p < 0.05$) for issues such as climate change and sustainable development ($p = 0.00054$), mental well-being ($p = 0.0007$), diversity and inclusion ($p = 0.0011$), work flexibility ($p = 0.00528$), globalization ($p = 0.0199$), and changes in legal regulations ($p = 0.0061$). Women more frequently identified these issues as important, confirming their greater interest in social and humanistic challenges. In contrast, men more often pointed to technological and systemic challenges, such as automation, cybersecurity, and economic crises—as confirmed by both percentage differences and response distributions.

The hypothesis concerning differences between students and those combining work and study was also partially confirmed. Although the Kruskal-Wallis test did not show statistically significant differences (all p-values > 0.05), descriptive data show that working students more often identified practical challenges such as technology integration, cybersecurity, HR challenges, work flexibility, and automation. This suggests a stronger link between this group and organizational experience and a better understanding of how modern workplaces function—despite the lack of statistical significance.

A key novelty of this study lies in combining the perspective of Generation Z with a systematic analysis of strategic priorities for organizations in Poland—considering both demographic variables (gender, professional status) and the perception of social and technological challenges. This has provided an insightful picture of the expectations of future employees, which is particularly valuable for human resource management, strategy development, and shaping organizational culture. Employers, educational institutions, and policymakers can use these findings to develop solutions tailored to the needs of a conscious and forward-looking young generation.

6. Conclusion

The conducted study enabled the identification of key challenges that, according to the surveyed representatives of Generation Z, will be most significant for organizations in the coming decade. The results clearly point to the dominant role of technological challenges, such as automation, robotics, the development of Industry 4.0, and issues related to cybersecurity. Generation Z, raised in a digital environment, is fully aware that these aspects will determine the effectiveness and competitiveness of organizations in the future. However, technology is not perceived solely as a tool, but also as a challenge that requires appropriate management and integration with organizational culture.

At the same time, the respondents showed a high sensitivity to social and psychological issues, such as employee well-being, flexible employment, and work-life balance. This signals Generation Z's expectations for a more humanistic approach to work, where not only efficiency but also the quality of working conditions and organizational values matter. This points to the necessity of adapting human resource management strategies to the needs of young employees, as confirmed by studies indicating the growing importance of soft skills and the creation of environments that support mental health.

From a practical perspective, this means that organizations aiming to meet the expectations of the young generation should invest not only in technological development but also in strategies focused on mental health, work flexibility, and the creation of a supportive organizational culture. The results also suggest the need to integrate technology with the company's social values and goals. According to the respondents, future organizations will be those that can balance operational efficiency with social responsibility and care for employee well-being.

Despite its cognitive value, the study has certain limitations. Firstly, the research sample was purposive and included only individuals from Generation Z who were students or graduates of economics-related fields. This limits the generalizability of the results to the entire population of young people in Poland. Secondly, the questionnaire used contained a closed set of 18 challenges, which may have limited the possibility of spontaneously expressing other equally important issues. Additionally, the study was based solely on declarative data and subjective assessments, which may be susceptible to social desirability bias and may not reflect actual behavior in the workplace.

Another limitation is the lack of analysis of cultural and regional variables—the respondents came from various universities across Poland, but their socio-economic background, place of residence, or prior professional experience were not examined, even though these factors could influence their responses.

Despite these limitations, the study brings significant value to the existing body of knowledge. Most importantly, it provides empirical data on how the young generation perceives the future of organizations—a group that will dominate the labor market in the coming years. Additionally, the study integrates a quantitative approach with an analysis of gender differences and differences based on employment status, allowing for a better understanding of diverse expectations toward organizations. An added value is the combination of technological topics with psychosocial issues, reflecting a contemporary, multidimensional perspective on organizational challenges.

From a practical standpoint, the study's results can support HR departments, managers, and organizational strategy designers. They show that the future success of organizations will depend on the ability to manage technological innovations while ensuring high-quality working conditions. From the perspective of human resource management, soft skills such as empathy, communication skills, adaptability, and the ability to build a trust-based and inclusive culture are becoming increasingly important. This necessitates a revision of current management models and investment in the development of psychosocial competencies among leaders.

From a theoretical perspective, the study confirms the relevance of an approach that integrates technological and economic perspectives with socio-cultural ones. The results can serve as a starting point for further analyses of how different generations interpret organizational changes and how to build organizational models that are resilient to environmental volatility and uncertainty.

Based on the obtained results, in-depth qualitative research could be conducted to better understand the motivations and values behind the respondents' answers. It would also be worthwhile to compare the findings with other generational groups—for example, Generation Y—which would allow for a better identification of generational differences in the perception of organizational challenges. Furthermore, longitudinal studies could be conducted to track how the opinions and priorities of Generation Z representatives change as they gain professional experience.

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