

Outsourcing of Competencies: Generation Z and the Loss of Practical Skills in Organizations

Darcicley de Carvalho Lopes

School of Management, Federal University of Tocantins, Palmas, Brazil

Email: darcicley.lopes@mail.uft.edu.br

How to cite this paper: Lopes, D. de C. (2025). Outsourcing of Competencies: Generation Z and the Loss of Practical Skills in Organizations. *Open Journal of Business and Management*, 13, 2503-2518. <https://doi.org/10.4236/ojbm.2025.134131>

Received: May 16, 2025

Accepted: June 30, 2025

Published: July 3, 2025

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Abstract

In recent years, outsourcing has expanded far beyond support services and entered the core of many companies' operations. This study reflects on how this trend is affecting the younger workforce, especially Generation Z. The central concern is whether this generation, already highly reliant on digital conveniences, may be missing out on key opportunities to develop problem-solving skills and professional autonomy. Based on a systematic review of recent literature, the paper examines the downsides of the so-called GOTDIT mindset ("Get Others To Do It"), where delegation becomes the default. While outsourcing certainly brings efficiency, the research suggests that overuse can have unintended effects on creativity, learning, and internal leadership growth. A potential solution lies in rebalancing: organizations might benefit from combining outsourcing with stronger internal development programs. By doing so, they support the growth of adaptable, capable professionals who don't shy away from challenges, but instead, know how to approach and solve them.

Keywords

Generation Z, Competency Outsourcing, Practical Skills, Organizational Environment, Talent Management

1. Introduction

Generation Z, consisting of individuals born between the mid-1990s and early 2010s, is emerging as a transformative force in the labor market. Raised in a highly digitalized and hyperconnected world, these young professionals exhibit unique characteristics that set them apart from previous generations, such as technological fluency, a preference for flexibility, and a pursuit of fast and efficient solutions (Ozkan & Solmaz, 2015). However, these same traits can also lead to an excessive reliance on technology and outsourced services, resulting in a loss of practical

skills and reduced professional autonomy. This article does not assume Generation Z to be a homogeneous group, but rather a cohort with trends observed in various national and international studies, subject to cultural, socioeconomic, and educational variations. This phenomenon raises a central question: how does the outsourcing of skills impact the professional development and performance of Generation Z in organizations?

The modern organizational landscape is marked by rapid transformations driven by digitalization, automation, and increasing reliance on outsourced services. Globalization and technological advancements have enabled companies to optimize processes, reduce costs, and access specialized talent from anywhere in the world (Krawczyk, Quadros, & Silva, 2024). However, this trend has also led to a profound shift in how skills are developed and valued within organizations. Outsourcing, once limited to operational and support functions, has expanded into strategic areas such as marketing, information technology, and even human resource management. This phenomenon reflects a delegation culture that, while efficient in terms of productivity, can hinder practical learning and problem-solving abilities among younger professionals.

Generation Z enters the workforce during a transitional period in which the global economy is increasingly based on digital services and task automation. For many of these young professionals, their work experience begins in highly technological environments where dependence on third parties for routine tasks is the norm rather than the exception (Gabriellova & Buchko, 2021). This behavioral shift, known as Get Others To Do It (GOTDIT), extends beyond personal life and influences how this generation integrates into the labor market. In an organizational context, this trend can pose a challenge, as excessive reliance on outsourced services may lead to the loss of fundamental skills, affecting workers' adaptability and problem-solving abilities. This reality contrasts sharply with previous generations, who had greater exposure to hands-on experiences and developed essential skills throughout their careers. Consequently, a decline in Generation Z's ability to handle operational challenges and unforeseen circumstances is observed, with significant implications for talent management and organizational sustainability.

Skill outsourcing is not a new phenomenon, but its scale and scope have grown exponentially in recent decades. Data indicate that a significant proportion of companies in developed economies outsource at least part of their operations, while in emerging economies such as Brazil, this trend is also substantial (Krawczyk, Quadros, & Silva, 2024). Among Generation Z, this tendency is even more pronounced, as these individuals have grown up in an environment where digital applications and platforms facilitate task delegation, from food deliveries to hiring professional services. While convenient, this behavior can lead to a gradual decline in practical skills, including the ability to solve problems independently, make strategic decisions, and lead teams (Gabriellova & Buchko, 2021).

The relevance of this topic to the organizational environment is undeniable. Excessive skill outsourcing can compromise not only Generation Z's professional

development but also companies' ability to innovate and adapt to an ever-changing market. Recent studies show that a lack of exposure to practical challenges is directly linked to decreased creativity and resilience among young professionals (Gabriellova & Buchko, 2021). Additionally, reliance on external providers may make organizations more vulnerable to market fluctuations and logistical crises, such as those observed during the COVID-19 pandemic.

In this context, this study aims to analyze the impacts of skill outsourcing on the professional performance of Generation Z, focusing on its implications for talent management, productivity, and competency development. The methodology is based on a systematic literature review, analyzing recent studies that discuss the intersection of generational behavior, task outsourcing, and organizational learning. The structure of the paper includes a theoretical review of Generation Z's characteristics and their relationship with outsourcing, a discussion on challenges and opportunities for businesses, and, finally, considerations on how organizations can mitigate the negative effects of excessive reliance on outsourced services.

2. Method

This study adopts a narrative literature review approach with defined selection criteria. Rather than following a formal systematic review protocol such as PRISMA, this method was chosen to allow a critical and flexible examination of recent and relevant studies, prioritizing contemporary discussions on outsourcing, Generation Z, and organizational learning.

The review focused on peer-reviewed articles, academic reports, and empirical studies published in the last ten years. Exceptions were made for classical references when necessary to support theoretical framing. The databases used for article selection included Google Scholar, Scopus, and Web of Science.

2.1. Sources and Selection Criteria

The reviewed literature includes studies that directly examine the relationship between Generation Z and the labor market, as well as research on the effects of outsourcing on skill development and professional autonomy. Selection criteria emphasized publications in the fields of organizational behavior, human resource management, business administration, and sociology. Opinion-based works and sources lacking theoretical or empirical consistency were excluded from the analysis.

2.2. Characteristics of Generation Z and Its Relationship with Work

Generation Z, consisting of individuals born between the mid-1990s and early 2010s, is characterized by its digital fluency and emphasis on flexibility and efficiency. According to a study by Pew Research Center (2022), approximately 95% of this generation has access to smartphones, and 97% use the internet daily to solve everyday problems. This behavior directly influences their relationship with

the job market, where a preference for quick and automated solutions leads to the outsourcing of various activities.

The lack of engagement in practical tasks can significantly impact professional development, especially in terms of adaptability and innovation. Excessive use of digital tools can impair cognitive functions such as attention, memory, and emotional regulation, ultimately affecting creativity and problem-solving abilities. A study conducted by [Azevedo et al. \(2016\)](#) found that individuals with high digital dependency exhibit difficulties in decision-making, lower cognitive flexibility when facing unexpected challenges, and a tendency to avoid situations requiring prolonged mental effort. Furthermore, the research indicated that continuous exposure to digital tools can create an illusion of competence, where individuals believe they possess skills that, in practice, were not developed through direct experience. The constant outsourcing of operational functions may also restrict the development of essential skills, such as analytical reasoning and autonomous problem-solving.

According to [Newport \(2019\)](#), deliberate practice and exposure to real-world challenges are crucial for enhancing innovation and creativity in the workplace. However, when these experiences are replaced by tools that handle much of the cognitive process for users, there is a tendency for a decline in the ability to independently tackle problems.

Compared to previous generations, Generation Z demonstrates less interest in careers requiring repetitive tasks or traditional hands-on learning. Millennials and Generation X grew up in professional environments where autonomy and direct exposure to technical challenges were fundamental for career advancement. In contrast, Generation Z tends to seek more flexible work formats, prioritizing work-life balance, even if it means greater reliance on third parties for executing essential tasks ([Twenge, 2017](#)).

2.3. Skill Outsourcing and the GOTDIT Model

Outsourcing has been widely used by organizations to enhance efficiency and reduce costs. However, the excessive adoption of this practice has a direct impact on professional skill development. The Get Others To Do It (GOTDIT) phenomenon exemplifies this reality, describing a culture of excessive delegation of practical tasks, both in personal and corporate settings.

A practical example of this trend is the increasing use of applications such as TaskRabbit and Fiverr, which allow users to hire professionals for simple tasks, from changing a lightbulb to drafting technical documents. When transferred to the corporate environment, this behavior can result in newly hired professionals having less exposure to technical challenges, hindering the construction of a solid foundation of practical knowledge. According to [Pereira Filho \(2020\)](#), hiring freelancers through digital platforms is often seen by organizations as a way to complement competencies; however, this practice can limit employees' direct involvement in strategic activities, reducing learning opportunities and the development

of essential skills.

In addition to impacting technical skills, outsourcing can also affect the development of socioemotional competencies. Professionals who outsource essential activities reduce their exposure to situations that require resilience, adaptability, and teamwork. According to [Osborn & Paul \(2018\)](#), team atmosphere is positively related to performance, whereas relational conflicts negatively impact group cohesion. Additionally, in highly outsourced environments, limited communication can reduce trust and commitment among team members, making it more difficult to maintain a productive and innovative organizational environment. The lack of face-to-face interactions can lead to weaker socioemotional bonds among team members, negatively impacting cohesion and long-term organizational culture.

In the long run, the absence of hands-on learning can affect a company's competitiveness, making it dependent on external suppliers to solve strategic problems. Some organizations have implemented internal training programs to mitigate this gap, investing in experiential learning and fostering a culture of continuous development. According to [Adda et al. \(2019\)](#), integrating training and human resource development programs not only enhances employees' technical capabilities but also strengthens their understanding of organizational strategy, allowing for greater alignment between business objectives and workforce performance.

Thus, outsourcing, when not properly balanced, can generate negative impacts on talent management and a company's ability to innovate. The challenge for modern organizations is to find a middle ground between the efficiency provided by task delegation and the encouragement of a skilled and autonomous workforce.

3. Results

The literature review indicates that skill outsourcing directly impacts three fundamental areas within organizations: autonomy and problem-solving ability, career progression, and organizational culture. This phenomenon has become increasingly common due to technological transformations, cost reduction efforts, and process optimization, yet its implications for the professional development of Generation Z remain a subject of debate.

3.1. Loss of Autonomy and Problem-Solving Ability

The lack of exposure to operational challenges reduces Generation Z's ability to handle unforeseen situations and make strategic decisions. Professionals who do not engage in practical challenges have fewer opportunities to develop analytical and creative skills, which are essential for solving complex problems. According to an article by McKinsey & Company, excessive reliance on outsourcing can negatively impact employee engagement in internal problem-solving, compromising innovation and the organization's adaptability ([McKinsey & Company, 2023](#)).

The loss of professional autonomy is not limited to task execution but also affects employees' ability to assume strategic responsibilities. In environments where

a significant portion of operations is delegated to third parties, internal workers may become mere supervisors of outsourced processes, with no direct involvement in solving practical challenges. This situation can create an environment where innovation is restricted to external decision-making, ultimately reducing the company's competitiveness.

The absence of hands-on experience also affects professionals' adaptability. Individuals who consistently face internal challenges demonstrate greater flexibility and resilience when dealing with unexpected changes. This experiential learning allows workers to develop innovative solutions and make more assertive strategic decisions—essential characteristics for organizational sustainability. According to the Fundação Instituto de Administração (FIA, 2020), adaptability is a crucial competency in today's corporate environment, enabling professionals to adjust to new scenarios and constant transformations.

Moreover, concrete examples illustrate this impact. Companies like Tesla and Amazon have adopted strategies of internalizing competencies to avoid excessive dependence on external suppliers. By doing so, they maintain greater control over internal processes and encourage continuous employee development, fostering an environment that stimulates autonomy and creativity in problem-solving.

3.2. Difficulty in Career Progression

Excessive outsourcing can create significant barriers to career growth within organizations. Professionals who do not develop practical skills find it challenging to assume leadership roles and greater responsibilities. This phenomenon occurs because, without a solid technical foundation, many Generation Z professionals struggle to grasp the operational complexities of organizational processes, hindering their advancement into strategic positions.

Practical experience is widely recognized as a crucial factor for promotions and strategic assignments within companies. While outsourcing can enhance operational efficiency, it can also limit employees' internal development opportunities, affecting their career growth and the organization's ability to cultivate internal talent.

The case of IBM illustrates this issue well. In the early 2000s, the company underwent a period of extensive outsourcing, which led to a reduction in internal technical expertise. This move compromised the development of qualified leaders, as internal employees lacked direct experience with critical processes. To reverse this scenario, IBM implemented internal training programs, encouraging the development of skills that had previously been outsourced. This strategy proved effective in improving talent retention and strengthening organizational culture.

In the long run, this trend may lead to difficulties in succession planning for strategic positions. According to ADP (2024), succession planning is a vital process for identifying, developing, and retaining internal talent capable of filling critical organizational roles. Without a formal succession plan, companies may face significant leadership continuity challenges, particularly when essential functions

are outsourced, limiting the internal development of future leaders.

3.3. Impact on Organizational Culture

Companies that rely excessively on outsourcing may struggle to maintain their corporate identity and team cohesion. Employees who do not have a strong connection to the organization and who are not actively involved in developing internal processes tend to exhibit lower levels of commitment and engagement.

According to the *International Labour Organization (2022)*, the shift toward flexible work arrangements, including outsourcing and platform-based employment, has contributed to a mismatch between actual and preferred working hours, which affects skill development and worker well-being. This global trend highlights how structural changes in work organization may undermine opportunities for experiential learning and reduce organizational cohesion.

According to a study on human resource management practices and employee turnover (*Costa & Da Silva, 2020*), structured HR policies can directly influence professionals' retention in organizations. Implementing clear strategies, such as career development programs and internal training, contributes to talent retention by increasing employees' sense of value and motivation to grow within the company. Thus, companies that invest in internal development reduce their need to seek external expertise, strengthening their organizational culture and minimizing the negative effects of employee turnover.

Companies like Google and Toyota reinforce this trend by prioritizing internal learning and valuing knowledge acquired within the organization. This approach has proven highly effective in fostering an innovative culture where employees feel part of the decision-making process, ultimately becoming more productive and engaged.

3.4. Strategies for Balancing Outsourcing and Internal Development

Although outsourcing brings benefits such as cost reduction and operational efficiency optimization, its use must be balanced with strategies to strengthen internal learning. Some effective approaches include:

- 1) Internal training and continuous development: Companies can implement professional development programs to ensure employees acquire essential skills, even in an environment with partial outsourcing.
- 2) Job rotation: Encouraging employees to work in different departments to broaden their knowledge and reduce exclusive dependence on outsourced expertise.
- 3) Mentorship and hands-on learning: Mentorship programs can help Generation Z develop the technical and behavioral skills necessary for career advancement.
- 4) Encouraging hybrid competency development: Companies can adopt training models that combine digital and practical learning, enabling employees to gain

experience in various areas.

In the long term, a balance between outsourcing and internal development allows organizations to benefit from external specialization without compromising innovation and talent retention. The challenge for modern companies is to find the optimal balance, ensuring that outsourcing complements rather than fully replaces organizational competency development.

Furthermore, the notion of “core competencies” as introduced by [Prahalad and Hamel \(1990\)](#) supports the argument that outsourcing critical capabilities may hinder the long-term growth and adaptability of organizations. According to the authors, companies should identify, cultivate, and protect their core competencies as they are central to innovation, internal talent development, and strategic market positioning.

4. Discussion

The findings from the literature review demonstrate that skill outsourcing has significant impacts on the professional development of Generation Z, directly affecting autonomy, career progression, and organizational culture. This increasing dependence on external services can generate adverse effects in the corporate environment, compromising companies’ ability to innovate and adapt. This section analyzes the findings in light of academic literature, considering their implications for organizational management and the labor market.

4.1. Impacts on Autonomy and Problem-Solving

The reviewed literature confirms that excessive outsourcing undermines the development of professional autonomy by reducing workers’ exposure to practical challenges. Generation Z professionals, who have grown up in a highly digitalized environment with a strong dependence on outsourcing platforms, may struggle to handle operational problems independently. Professional autonomy is strongly associated with the ability to face real-world challenges in the workplace, a fundamental aspect of strengthening professional identity and enhancing strategic skills. As discussed by [Karvinen-Niinikoski et al. \(2019\)](#), professional supervision plays a crucial role in maintaining and strengthening autonomy, providing a space for critical reflection that helps professionals confront organizational adversities and develop greater agency in their careers. When this direct involvement is minimized due to the delegation of tasks to third parties, professionals miss opportunities to develop analytical and strategic skills essential for business innovation.

Additionally, studies indicate that outsourcing can create a false sense of efficiency since, in the short term, it allows for cost reduction and process optimization. However, in the long term, the lack of direct employee involvement in critical processes can hinder strategic decision-making. As discussed by [Karvinen-Niinikoski et al. \(2019\)](#), professional supervision and experiential learning play a key role in developing workers’ critical thinking skills, enabling them to address internal challenges more effectively and strengthen their adaptability to organiza-

tional changes.

Companies such as Tesla and Amazon illustrate how internalizing competencies can be advantageous. These organizations have avoided excessive reliance on external suppliers by maintaining rigorous internal training programs and providing practical learning opportunities for their employees. This model has enabled their teams to acquire specialized technical knowledge, fostering greater innovation and autonomy.

These findings are consistent with the resource-based view of the firm (RBV), which emphasizes that sustainable competitive advantage depends on the development of valuable, rare, inimitable, and well-organized internal resources (Barney, 1991). In this context, practical competencies and experiential learning can be considered strategic assets that differentiate organizations in a highly competitive environment.

4.2. Effects on Career Progression

Another significant impact of excessive outsourcing is the difficulty of career advancement for workers who do not develop practical skills. The Employability Trends 2025 report, published by Gupy (2025), highlights that companies are prioritizing candidates with practical experience and workplace-acquired skills, making internal training an essential factor for talent retention and leadership development. According to the report, employability is directly related to continuous investment in learning and adaptation to new market demands. This suggests that Generation Z workers, by avoiding direct operational experiences, may face challenges in reaching leadership positions in the future, particularly in a context where internal training becomes a competitive advantage.

IBM is a classic example of how excessive outsourcing can impact employees' career progression and weaken internal expertise. During a period of extensive task delegation to third parties, the company faced challenges in the succession of strategic roles, leading to the need for internal training programs to reverse this trend (Laurindo & Carvalho, 2003). Although this case occurred before Generation Z entered the workforce, it illustrates how excessive reliance on external services can weaken the development of internal talent and create challenges for organizational management.

Based on this evidence, it is essential for companies to establish a balance between outsourcing and internal learning, ensuring that employees have opportunities to refine the skills necessary for career advancement.

4.3. Consequences for Organizational Culture

Organizational culture is fundamental for employee engagement and corporate identity. However, the findings suggest that outsourcing can weaken this bond, as employees become less involved in developing internal processes.

Companies that invest in internal talent development promote higher employee commitment and reduce turnover rates. For instance, Luz et al. (2015) demon-

strated that high levels of organizational commitment are associated with lower employee turnover intentions. Furthermore, training and development programs are recognized as effective strategies for equipping and retaining professionals, contributing to continuous improvement and job satisfaction (Estruzani et al., 2024).

The study by Estruzani et al. (2024) reinforces the importance of internal training as a talent retention strategy. According to the authors, companies that invest in employee development not only reduce turnover but also increase engagement and job satisfaction. This investment helps employees acquire new skills and enhance their professional performance, making them better prepared for organizational challenges. A practical example is Google, which invests heavily in internal learning to ensure that employees develop technical and strategic skills within the organization, fostering an environment of continuous innovation.

These findings indicate that companies need to carefully evaluate which functions can be outsourced without compromising organizational culture. This involves ensuring that internal employees actively participate in shaping business processes, reducing reliance on external expertise.

4.4. Contradictions in the Literature

While most reviewed studies highlight the negative impacts of excessive outsourcing, some research suggests that when well-structured, outsourcing can be beneficial. According to Thunes and Kempton (2025), targeted insourcing strategies allow organizations to maintain control over critical processes while benefiting from market specialization. The study demonstrates that balancing outsourcing with the internalization of competencies can optimize operational flexibility and reduce costs without compromising innovation and organizational autonomy.

This suggests that outsourcing is not necessarily harmful if applied with proper planning and strategy. The challenge lies in determining which competencies should be developed internally and which can be delegated to third parties without affecting competitiveness and innovation.

Thus, the central issue is not outsourcing itself but how it is implemented. Companies that adopt this practice without a structured plan tend to face operational challenges, low talent retention, and difficulties in leadership succession.

It is also important to note that the concept of “Get Others To Do It” (GOTDIT) is still an emerging analytical framework. Rather than being a formally established model, GOTDIT serves as an exploratory descriptive tool to interpret the behavioral shift toward excessive delegation observed among digital-native professionals. As such, its use in this study is primarily heuristic, intended to provoke discussion and generate hypotheses for further empirical research.

4.5. Study Limitations

Although the literature review provides a comprehensive perspective on the impacts of outsourcing on Generation Z, some limitations must be considered. First,

the reviewed studies are predominantly based on specific business contexts, which may limit the generalization of findings to other sectors and cultural settings.

Additionally, no primary empirical data were analyzed, highlighting the need for future research with qualitative and quantitative approaches, including interviews with managers and Generation Z employees, to gain deeper insights into how outsourcing affects their professional development.

Another limitation is the time frame of the literature analysis, which focuses mainly on studies published in the last ten years. As labor market dynamics continue to evolve, new research will be necessary to monitor emerging trends regarding the impact of outsourcing on the younger workforce.

4.6. Theoretical and Practical Implications

The findings of this research have both theoretical and practical implications. From an academic perspective, the study contributes to the literature on outsourcing, generational behavior, and organizational management by offering a critical analysis of the challenges Generation Z faces in the labor market.

From a practical standpoint, the results suggest that companies need to adopt a balanced approach to talent management, combining outsourcing strategies with internal development initiatives. Some recommendations include:

- Investing in internal training programs to mitigate the loss of practical skills;
- Creating job rotation programs to provide experiential learning;
- Establishing mentorship policies to encourage the formation of internal leadership.

By implementing these strategies, companies can leverage the benefits of outsourcing without compromising the professional development of Generation Z, ensuring a more autonomous, skilled, and engaged workforce.

4.7. Potential Benefits of Outsourcing for Generation Z

While excessive outsourcing may hinder the development of practical skills and autonomy, it is important to recognize that outsourcing, particularly within the gig economy, also presents potential benefits for Generation Z. As [Friedman \(2014\)](#) argues, the rise of platform-based work allows individuals to engage with diverse types of employment and acquire skills across multiple sectors. This cross-sectoral exposure can enhance adaptability and entrepreneurial thinking.

According to [Kässi and Lehdonvirta \(2018\)](#), the gig economy provides flexible work arrangements that align well with Generation Z's preferences for autonomy and work-life balance. The authors demonstrate that platform-based labor is growing rapidly and provides dynamic, transnational opportunities for online work. This form of employment enables individuals to engage with a broad range of projects and clients, fostering skill diversification and adaptability across sectors.

Flexibility in choosing projects, schedules, and work locations can empower young professionals to manage their careers with greater independence and ex-

plore innovative forms of income generation. The International Labour Organization (ILO, 2022) also reports that platform-based employment is reshaping expectations around career development by offering dynamic, on-demand opportunities that support entrepreneurial pathways and skill diversification.

In addition to flexibility, outsourcing may foster entrepreneurial engagement among Generation Z. Access to freelance platforms and remote contract work has enabled young professionals to launch independent businesses, test new markets, and build diversified career portfolios. Particularly in startup ecosystems, the ability to outsource technical or administrative tasks allows early-career entrepreneurs to focus on core innovation without the need for large teams. This dynamic opens space for practical learning through experience, albeit in nonlinear and unconventional formats.

These findings suggest that, when strategically integrated, outsourcing and platform-based employment can serve as complementary forces in building hybrid career paths that suit the values and lifestyle preferences of Generation Z.

In addition to flexibility, outsourcing may foster entrepreneurial engagement among Generation Z. Access to freelance platforms, remote contract work, and short-term project opportunities has enabled young professionals to launch independent businesses, test new markets, and build diversified career portfolios (Donovan et al., 2016; Katz & Krueger, 2019). Particularly in startup ecosystems, the ability to outsource technical or administrative tasks can allow early-career entrepreneurs to focus on core innovation without requiring large initial teams. This dynamic opens space for practical learning through experience, albeit in nonlinear and unconventional formats (Spigel, 2017).

5. Final Considerations

The outsourcing of skills, driven by the Get Others To Do It (GOTDIT) model, has substantial impacts on the training and professional performance of Generation Z. While this practice offers benefits in terms of operational efficiency and process optimization, it presents significant challenges for talent development, professional autonomy, and knowledge retention within organizations.

The literature review revealed that excessive dependence on external suppliers can lead to a reduction in innovation and problem-solving capabilities, which are essential factors for the long-term sustainability of businesses. Professionals who are not exposed to direct operational challenges tend to develop lower adaptability, limiting their career progression and negatively impacting organizational culture. These findings reinforce the need for a more balanced approach between strategic outsourcing and internal skills development.

5.1. The Importance of Balancing Outsourcing and Internal Development

One of the key practical implications of this study is the need for a sustainable balance between outsourcing and internal training. Companies that outsource in-

discriminately risk losing valuable intellectual capital, becoming overly dependent on external expertise. This loss can compromise organizations' ability to innovate, retain talent, and respond swiftly to market transformations.

Given this scenario, internal training strategies and continuous development programs become essential to mitigate the negative effects of outsourcing. Companies that invest in organizational learning ensure that their employees acquire essential skills for professional autonomy, even in environments where task externalization is a well-established practice.

Additionally, organizational culture plays a central role in this balance. Mentorship models, experiential learning, and job rotation are effective approaches to fostering autonomy and innovation within organizations. Companies like Google and Toyota adopt hybrid strategies, combining outsourced expertise with internal training programs, ensuring that their professionals acquire technical and strategic knowledge throughout their careers.

5.2. Implications for Future Research

Although this study has contributed to understanding the impacts of skill outsourcing on Generation Z, several directions for future research can further deepen and expand this analysis. Some promising areas include:

1) Sectoral Analysis of Skill Outsourcing: Investigating how different economic sectors (industry, services, technology, healthcare, among others) are affected by outsourcing can provide relevant insights into best practices and sector-specific challenges.

2) Identification of the Most Impacted Skills by Outsourcing: Empirical studies can help identify which practical skills are most vulnerable to loss due to excessive task delegation, allowing companies to develop targeted strategies to address these gaps.

3) Effective Training Strategies for Generation Z: Evaluating which learning methodologies (digital training, experiential learning, job rotation, among others) are most effective in compensating for the lack of practical experiences in this generation can provide valuable guidelines for talent management in companies.

4) Impacts of Automation and Artificial Intelligence on Skill Outsourcing: With the rapid advancement of emerging technologies, it is essential to analyze how automation and AI are redefining work models, especially in the context of Generation Z, which is entering the workforce under a new logic of task delegation to intelligent systems and automated platforms.

By pursuing these lines of inquiry, future research can enhance our understanding of how organizations can strategically balance outsourcing with internal talent development in a way that aligns with the evolving nature of work. As Generation Z continues to shape the workforce with its digital fluency and shifting values, identifying adaptable, inclusive, and competency-driven models of organizational learning will be key to ensuring both individual and institutional resilience in an increasingly outsourced and automated economy.

5.3. Final Conclusion

This study contributes to the academic literature by highlighting the challenges of skill outsourcing in the context of Generation Z, offering a detailed overview of this trend's impacts and suggesting strategies to mitigate its negative effects.

Organizations of the future must adopt more sustainable models of skill development, ensuring that outsourcing does not entirely replace internal learning but instead complements it strategically.

Ultimately, the problem does not lie in outsourcing itself, but in the imbalance between outsourcing and internal capability development. A misalignment between these two dimensions may weaken innovation, talent retention, and organizational autonomy.

The balance between automation, externalization, and organizational learning will be a determining factor for ensuring that future professionals are capable of innovating, solving complex problems, and adapting to an ever-evolving labor market. Companies that manage to combine operational efficiency with robust internal talent development will be better equipped to meet the challenges and opportunities of the global corporate landscape.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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